

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: estimate  
**Date:** Thursday, October 25, 2012 3:40:49 PM

---

Ok. I thought I would share. Let me reach to him.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 03:21 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: estimate

(b) (6), (b) (7)(C) needs to use my number. That is the agreed upon ROM for all PF and VF for ROM estimates which is what the AOA includes.

(b) (6), (b) (7)(C)  
Director, Business Operations Division  
Border Patrol Facilities and Tactical Infrastructure Program Management Office  
Facilities Management & Engineering  
(b) (6), (b) (7)(C) (w)  
(b) (6), (b) (7)(C) (bberry)  
(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 3:19 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Fw: estimate

FYSA....

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 03:01 PM  
**To:** (b) (6) (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: estimate

Thanks (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol  
(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



**From:** (b) (6)  
**Sent:** Thursday, October 25, 2012 12:38 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: estimate

(b) (6), (b) (7)(C) easier for me to work on road from this email than BB.

Here is updated cost summary:

Option 1, complete 7.4 mile design, 1.0 mile base and 2 0.5 mile options:

	Base-1.0	1st option	2nd option
Option 1			
Project Management	(b)	(5)	
Design			
RE			
ENV			
Construction			
Construction Management			

Option 2: 2.5 mile design, 1.5 mile base and 2 0.5 mile options:

	Base-1.5	1st option	2nd option
Option 2			
Project Management	(b)	(5)	
Design			
RE			
ENV			
Construction			
Construction Management			

Bottom line: (b) (5)

(b) (6)  
LMI

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 12:27 PM  
**To:** (b) (6)  
**Subject:** Fw: estimate

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 12:07 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: estimate

(b) (6), (b)

(b) (5)

(b) (5)

(b) (5)

Correct?

(b) (6), (b) (7)(C)

Option 1

Project Management

Design

RE

ENV

Construction

Construction Management

Base-1.0 1st option 2nd option

(b) (5)

Option 2

Project Management

Design

RE

ENV

Construction

Construction Management

Base-1.5 1st option 2nd option

(b) (5)

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, October 25, 2012 11:49 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Re: estimate

Yellow: my mistake. (b) (5)

Green: (b) (5)

Sorry I should have caught yellow and explained the green

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, October 25, 2012 11:27 AM

**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: estimate

(b) (6), (b) (7)(C)

A few quick questions before I shoot this to Ops. (b) (5)

(b) (5)

. Thanks.

(b) (6), (b) (7)(C)

Option 1

Project Management  
Design  
RE  
ENV  
Construction  
Construction Management

Base-1.0 1st option 2nd option

(b) (5)

Option 2

Project Management  
Design  
RE  
ENV  
Construction  
Construction Management

Base-1.5 1st option 2nd option

(b) (5)

(b) (6), (b) (7)(C)

Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol

(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 10:20 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Fw: estimate

(b) (6), (b) (7)(C) below is estimate. (b) (5)  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted].

---

**From:** (b) (6)  
**Sent:** Thursday, October 25, 2012 09:38 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** estimate

Option 1  
Project Management  
Design  
RE  
ENV  
Construction  
Construction Management

Base-1.0 1st option 2nd option  
(b) (5)

Option 2  
Project Management  
Design  
RE  
ENV  
Construction  
Construction Management

Base-1.5 1st option 2nd option  
(b) (5)

(b) (6)  
LMI

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: Numbers..  
**Date:** Thursday, October 25, 2012 7:18:23 PM

---

Don't be. (b) (5).

I hope that the words I put together did not harm you in any way.

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 06:27 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Numbers..

I'm confused. (b) (5)

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 5:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Numbers..

(b) (6), (b) (7)(C)

Thanks for keeping me in the loop with the funds for fence emails.

(b) (5)

(b) (5)

Wish to be on the same page.

Please let me know if this affects your final outcome, yet wish for you to use the base numbers we have been using for several years.

Call me if you wish to discuss.

I am in Laguna thru tomorrow.

Thank you.



From: (b) (6), (b) (7)(C)  
To: (b) (6), (b) (7)(C)  
Subject: RE: Heads up  
Date: Thursday, October 25, 2012 7:17:57 PM

U are an animal!! Mean it in the nicest way...

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 25, 2012 06:31 PM  
To: (b) (6), (b) (7)(C)  
Subject: RE: Heads up

Its subm tted. Just ran 8.5 miles and this is my recovery period...

(b) (6), (b) (7)(C)  
CITRIS  
BPFTI PMO  
OF (b) (6), (b) (7)(C)  
BB (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 25, 2012 4:50 PM  
To: (b) (6), (b) (7)(C)  
Subject: RE: Heads up

Thank you. Please go on vacation. I need you ready and refreshed..

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 25, 2012 04:26 PM  
To: (b) (6), (b) (7)(C)  
Subject: RE: Heads up

I hit submit so (b) (6) can confirm) and it didn't take. On dgl fence. I did it with (b) (6), (b) (7)(C) in sep and it isn't in system anymore. These are tringa issues. Will try again

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 25, 2012 03:42 PM  
To: (b) (6), (b) (7)(C)  
Subject: RE: Heads up

I have (b) (6) is working this and let them know you are out til Monday...

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 25, 2012 03:20 PM  
To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (7)(C)  
Subject: Heads up

(b) (6) - I m going through the monthly TECO report and we have (b) (5) past due (b) (5). Can you please work with (b) (6) and (b) (6) to get there TECO s submitted? (b) (6) only has to switch his from "draft" to "submit" but (b) (6) still needs to do both of his. The projects are

SAP #	Description	Proj Mgr	PMO	BE BU	Description	Est.Finish Date	TECO in TRIRIGA as of 10/22/12	Comments AH 10/22/12	Comments Project Analysts
(b) (7)(E)	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	BPF	(b) (7)(E)	(b) (5)	NO	38 days out of 14 day TECO Threshold!	Followed up with PM to submit TECO (BW)	
		(b) (6), (b) (7)(C)	BPF			NO	38 days out of 14 day TECO Threshold!	Waiting on a reply from (b) (6), (C) in process. (BW)	
		(b) (6), (b) (7)(C)	BPF			NO	38 days out of 14 day TECO Threshold!	Followed up with PM to send TECO from 'draft' to 'submitted' status (BW)	
		(b) (6), (b) (7)(C)	BPF			NO	23 days out of 14 day TECO Threshold!	Followed up with PM to submit TECO (BW)	
		(b) (6), (b) (7)(C)	BPF			NO	(b) (6) - Talk to (b) (6) about how she wants this one done but it will need to be an admin TECO.	In process - (b) (6) and (b) (6) working	

Any help you can give would be greatly appreciated.

Thanks!

(b) (6), (b) (7)(C)  
Chief Program Controls Branch  
Border Patrol Facilities and Tactical Infrastructure Program Management Office  
Facilities Management & Engineering  
(b) (6), (b) (7)(C) (w)  
(b) (6), (b) (7)(C) (bberry)  
(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: (b) (5)  
**Date:** Thursday, October 25, 2012 7:20:09 PM

---

Thanks. BS. They have no idea what they are looking at.

I want specifics...

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 06:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: (b) (5)

FYI, in case it comes up.

(b) (6), (b) (7)(C)  
CTR-LMI  
BPFTI PMO  
OF: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 6:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: (b) (5)

(b) (6), (b) (7)(C) (b) (5)

(b) (6), (b) (7) (b) (5)

(b) (5)

(b) (6), (b) (7)(C)  
CTR-LMI  
BPFTI PMO  
OF: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** (b) (6)  
**Sent:** Thursday, October 25, 2012 5:54 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** (b) (5)

(b) (6), (b) (7)(C) (b) (5)



(b) (5)

(b) (5)

?

(b) (5)

(b) (6), P.E., PMP

SME, TI Division

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Tactical Infrastructure Program Office

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

Email: (b) (6)

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Border Patrol's proud legacy.*

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract  
**Date:** Monday, April 29, 2013 3:51:15 PM  
**Attachments:** [Draft Justification for Extension 4-24-2013.docx](#)

---

All,

Please see the attached justification. If there are no further changes, please return to me signed.

Thanks,

(b) (6), (b) (7)(C)

*Mrs. (b) (6), (b) (7)(C)*  
*Contracting Officer*  
*US Customs and Border Protection/DHS*  
*Facilities, Financial & Acquisition & Procurement Contracting Branch*  
*Phone:* (b) (6), (b) (7)(C)  
*Fax:* (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 3:08 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) is pushing forward on this one.

(b) (6), (b) (7)(C)  
Branch Chief/Contracting Officer  
Facilities, Financial, Acquisition and Contracting Branch  
Customs and Border Protection

Phone: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 1:03 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Fw: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

See below. Can I get status?

I would like it within the hour. If we don't execute today I need to let Border Patrol know and work a solution.

Thank you.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 12:46 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Contract HSBP1013P00074, EPT Fence M&R Gap Filler, will expire on 30 April 2013. We need a "no-cost" extension to 15 August 2013 as requested in the attached email. Adequate funding is on the contract to complete critical repairs to three gates in EPT, which have caused two injuries to date due to the difficulty of opening them.

(b) (6), (b) (7)(C) advised that she is poised to execute it an extension, but that the request is in review with (b) (6), (b) (7)(C). She is not sure if sequestration will be an issue, but is waiting for his concurrence. Since 30 April is tomorrow, I'm notifying you to be sure we have timely action on this request. Thanks for any help.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PE, PMP  
Program Manager  
LMI

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities  
Management and Engineering

Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)

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**Justification for Extension**

(b) (5)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: Extension of EPT Fence Gap Filler Contract  
**Date:** Monday, April 29, 2013 5:05:41 PM

---

Thank you. Appreciate the quick response and keeping things from "gaps"

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 05:04 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

As long as its returned before cob tomorrow we are fine. I'll sign it first thing in the morning and it's done.

(b) (6), (b) (7)(C)  
*Contracting Officer*  
*US Customs and Border Protection/DHS*  
*Facilities, Financial & Acquisition & Procurement Contracting Branch*  
*Phone:* (b) (6), (b) (7)(C)  
*Fax:* (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 4:56 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: Extension of EPT Fence Gap Filler Contract

Can we presume that this will be awarded today?

If not, what is the GAP?

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 03:51 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

All,

Please see the attached justification. If there are no further changes, please return to me signed.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
*Contracting Officer*  
*US Customs and Border Protection/DHS*  
*Facilities, Financial & Acquisition & Procurement Contracting Branch*

*Phone:* (b) (6), (b) (7)(C)

*Fax:* (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 29, 2013 3:08 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) is pushing forward on this one.

(b) (6), (b) (7)(C)

Branch Chief/Contracting Officer

Facilities, Financial, Acquisition and Contracting Branch

Customs and Border Protection

*Phone:* (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 29, 2013 1:03 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Fw: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

See below. Can I get status?

I would like it within the hour. If we don't execute today I need to let Border Patrol know and work a solution.

Thank you.

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 29, 2013 12:46 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Contract HSBP1013P00074, EPT Fence M&R Gap Filler, will expire on 30 April 2013. We need a "no-cost" extension to 15 August 2013 as requested in the attached email. Adequate funding is on the contract to complete critical repairs to three gates in EPT, which have caused two injuries to date due to the difficulty of opening them.

(b) (6), (b) (7)(C) advised that she is poised to execute it an extension, but that the request is in review with (b) (6), (b) (7)(C). She is not sure if sequestration will be an issue, but is waiting for his concurrence. Since 30 April is tomorrow, I'm notifying you to be sure we have timely action on



this request. Thanks for any help.

(b) (6), (b) (7)

(b) (6), (b) (7)(C), PE, PMP

Program Manager

LMI

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities  
Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

"Excel as a trusted strategic partner enhancing Border Patrol's proud legacy"

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: Extension of EPT Fence Gap Filler Contract  
**Date:** Tuesday, April 30, 2013 9:12:22 AM

---

Thanks! I slept well last night. :-)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, April 30, 2013 09:09 AM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract

FYSA....

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, April 30, 2013 9:09 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

There is no gap. I am preparing to send the executed modification over in a few minutes.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
*Contracting Officer*  
*US Customs and Border Protection/DHS*  
*Facilities, Financial & Acquisition & Procurement Contracting Branch*  
*Phone:* (b) (6), (b) (7)(C)  
*Fax:* (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, April 30, 2013 9:06 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

Good? We have no gap, right?

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 3:08 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) is pushing forward on this one.

(b) (6), (b) (7)(C)

Branch Chief/Contracting Officer  
Facilities, Financial, Acquisition and Contracting Branch  
Customs and Border Protection

Phone: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 29, 2013 1:03 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Fw: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

See below. Can I get status?

I would like it within the hour. If we don't execute today I need to let Border Patrol know and work a solution.

Thank you.

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 29, 2013 12:46 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Contract HSBP1013P00074, EPT Fence M&R Gap Filler, will expire on 30 April 2013. We need a "no-cost" extension to 15 August 2013 as requested in the attached email. Adequate funding is on the contract to complete critical repairs to three gates in EPT, which have cause two injuries to date due to the difficulty of opening them.

(b) (6), (b) (7)(C) advised that she is poised to execute it an extension, but that the request is in review with (b) (6), (b) (7)(C). She is not sure if sequestration will be an issue, but is waiting for his concurrence. Since 30 April is tomorrow, I'm notifying you to be sure we have timely action on this request. Thanks for any help.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PE, PMP

Program Manager

LMI

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities

Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

"Excel as a trusted strategic partner enhancing Border Patrol's proud legacy"

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: Extension of EPT Fence Gap Filler Contract  
**Date:** Monday, April 29, 2013 4:09:58 PM

---

Unless I heard from anyone...please execute. Thank you...

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 03:51 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

All,

Please see the attached justification. If there are no further changes, please return to me signed.

Thanks,

(b) (6), (b) (7)(C)

*Mrs. (b) (6), (b) (7)(C)*  
*Contracting Officer*  
*US Customs and Border Protection/DHS*  
*Facilities, Financial & Acquisition & Procurement Contracting Branch*  
*Phone:* (b) (6), (b) (7)(C)  
*Fax:* (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 3:08 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Mrs. (b) (6), (b) (7)(C) is pushing forward on this one.

(b) (6), (b) (7)(C)  
Branch Chief/Contracting Officer  
Facilities, Financial, Acquisition and Contracting Branch  
Customs and Border Protection

Phone: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 1:03 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** Fw: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

See below. Can I get status?

I would like it within the hour. If we don't execute today I need to let Border Patrol know and work a solution.

Thank you.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 12:46 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Contract HSBP1013P00074, EPT Fence M&R Gap Filler, will expire on 30 April 2013. We need a "no-cost" extension to 15 August 2013 as requested in the attached email. Adequate funding is on the contract to complete critical repairs to three gates in EPT, which have cause two injuries to date due to the difficulty of opening them.

(b) (6), (b) (7)(C) advised that she is poised to execute it an extension, but that the request is in review with (b) (6), (b) (7)(C). She is not sure if sequestration will be an issue, but is waiting for his concurrence. Since 30 April is tomorrow, I'm notifying you to be sure we have timely action on this request. Thanks for any help.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PE, PMP

Program Manager

LMI

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities

Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

"Excel as a trusted strategic partner enhancing Border Patrol's proud legacy"



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract  
**Date:** Tuesday, April 30, 2013 9:09:35 AM

---

FYSA....

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, April 30, 2013 9:09 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

There is no gap. I am preparing to send the executed modification over in a few minutes.

Thanks,

(b) (6), (b) (7)(C)

*Mrs. (b) (6), (b) (7)(C)  
Contracting Officer  
US Customs and Border Protection/DHS  
Facilities, Financial & Acquisition & Procurement Contracting Branch  
Phone: (b) (6), (b) (7)(C)  
Fax: (b) (6), (b) (7)(C)*

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, April 30, 2013 9:06 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

Good? We have no gap, right?

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 3:08 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) is pushing forward on this one.

**(b) (6), (b) (7)(C)**  
Branch Chief/Contracting Officer  
Facilities, Financial, Acquisition and Contracting Branch  
Customs and Border Protection

Phone: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 1:03 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Fw: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

See below. Can I get status?

I would like it within the hour. If we don't execute today I need to let Border Patrol know and work a solution.

Thank you.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 12:46 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Contract HSBP1013P00074, EPT Fence M&R Gap Filler, will expire on 30 April 2013. We need a "no-cost" extension to 15 August 2013 as requested in the attached email. Adequate funding is on the contract to complete critical repairs to three gates in EPT, which have caused two injuries to date due to the difficulty of opening them.

(b) (6), (b) (7)(C) advised that she is poised to execute it as an extension, but that the request is in review with (b) (6), (b) (7)(C). She is not sure if sequestration will be an issue, but is waiting for his concurrence. Since 30 April is tomorrow, I'm notifying you to be sure we have timely action on this request. Thanks for any help.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PE, PMP

Program Manager

LMI

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities  
Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

"Excel as a trusted strategic partner enhancing Border Patrol's proud legacy"

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Pima County IGA  
**Date:** Monday, May 06, 2013 9:26:00 AM

---

(b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) I will have to address these

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 8:07 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Pima County IGA

(b) (6), (b) (7)(C)

There are certain technical requirements within the agreement for studies. Can you verify if the studies were done. As this is an active tower we should eliminate all the terms about testing or other issues already completed. At this time they have the right to place equipment on the tower as well as other SBInet towers.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Real Estate Program Manager  
Real Estate and Environmental Services Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing  
Border Patrol's proud legacy.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Saturday, May 04, 2013 8:49 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Fw: Pima County IGA  
**Importance:** High

Fyi

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, May 03, 2013 12:14 PM Eastern Standard Time

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Pima County IGA

All,

I received a call from (b) (6), (b) (7)(C), the Contract Administrator (IT Department) for Pima County. She informed me that our Intergovernmental Agreement (IGA) with the county for site (b) (7)(E) is about to expire. Attached is the agreement which ironically was signed by (b) (6), (b) (7)(E) on behalf of the government when he was the PM for TUS-1. For those of you that may not be aware of this; (b) (7)(E) is located on Pima County property. (b) (6), (b) (7)(E) will probably not be familiar with the name/identifier (b) (7)(E)); they refer to it as the "Sasabe SBlNet tower".

(b) (6), (b) (7)(E) has asked that she be contacted to work on the renewal/extension of this IGA; her contact info is:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

thanks,

(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: TI Inventory Reminders and Expectations  
**Date:** Thursday, May 02, 2013 9:37:54 AM

---

Thanks...will swing by before our briefing.

(b) (6), (b) (7)(C)

Sent from my Blackberry, please excuse any typographical errors

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, May 02, 2013 08:39 AM  
**To:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: TI Inventory Reminders and Expectations

Good recap. Happy to work on 5. Look forward to the meeting today.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, May 02, 2013 8:27 AM  
**To:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** TI Inventory Reminders and Expectations  
**Importance:** High

(b) (6), (b) (7) the below is a recap of the rules and expectations, action items and understandings of the objectives from our last meeting with you. If anything below appears to be a misinterpretation of your expectations, please clarify as appropriate. Thank you.

Team,

Last night's Dry Run went very well and I greatly appreciate the effort you all have made to improve the TI inventory data validation in your respective sectors!

(b) (6), (b) (7) and (b) (6), (b) (7)(C) thank you as well for the great support and work with the PMs to refine the costs assumptions and estimates sector by sector!

PMs will provide updates to (b) (6), (b) (7) this morning (or did last night) for the changes we addressed in the Dry Run last night. Our meeting today is at 1130 EDT, so all updates not received in time for (b) (6), (b) (7) to consolidate them will need to be addressed verbally during your brief.

As a reminder from our last briefing with (b) (6), (b) (7) the Rules and Expectations are as follows:

- 1) Rule 1: Every PM owns all data in their presentation. Your command of the information is expected and (b) (6), (b) (7)(C) will continue to support detailed discussions of the cost estimating methodologies applied. You all demonstrated this last night.

- 2) Rule 2: You are working to capture the “entire universe” of TI M&R work in your sector(s); G/G, not yet G/G, and potential new requirements that Sector/you identified that will be sent forward to OBP for concurrence.
- 3) Rule 3: Measure your “level of confidence” in the data you are presenting using the scale from lowest to highest: 60/40, 70/30, 80/20 and 90/10. As we discussed with (b) (6), (b) (7) the ultimate goal is to get all sector TI inventory data up to the 90/10 confidence level. That said, we also don’t expect anyone is at the 90/10 level until you’ve checked the boxes below regarding progression from 80/20 to 90/10. Report your data starting with you level of confidence for this round of presentations.
- 4) Rule 4: Break down into sub-categories the Fence, Roads, Drainage Structures, etc. based on PM-validated units: e.g., miles of fence by PF, VF, VF-fixed, Legacy-primary, Legacy secondary, etc. Validation includes working with the sector TI Coordinator, comparing the baseline FITT data with the FITT maps, and (NEWLY ADDED LAST NIGHT) working with (b) (6), (b) (7) on all fence mileage and type data since he now maintains the Official fence data that our PMO and OBP use to report up the chain and to the Hill. Discrepancies will be resolved as part of your effort to transition from 80/20 to 90/10 and will require field work by you directly and by leveraging WG, contractors and BP agent resources to the extent practicable.
- 5) Rule 5: (NOTE: I need clarification on this one from (b) (6), (b) (7) ...will work with him today before our meeting)

#### Objectives:

- Identify “entire universe” of all TI assets by CTIMR work bucket by sector.
- Progress the level of confidence to 90/10 (refer to progression gates below).
- PMs and ENG team collaborate to estimate the average cost to unit of measure for each TI asset category and subcategory, taking into consideration historical cost data from MATOC contracts, CTIMR WA1/4 contracts, other historical data and/or recent cost estimates, professional judgment, and local/geographical cost influencers. Document your basis for the estimates and applicable estimating assumptions.
- By accomplishing the above at the 90/10 confidence level, we will have a considerably more accurate and defensible estimate for our budgetary needs for maintaining ALL TI assets with cost estimates supported by BOEs and estimating assumptions. This also helps to properly define ‘backlog’ work that cannot be accomplished given our present budget constraints.

#### Action items from last meeting:

- Add (b) (7)(E) count for each sector. Added, yet some numbers may still require validation.
- Decide amongst our team whether vegetation control is to be unit of measure “Acres” or “Mileage”. As we discussed last night, we will continue to use both consistent with FITT and existing plus prior M&R contract U/Ms used.
- Delete gate motors and define Gates with subcategories “manual” and “motorized”. Completed.
- Change “Drainage Facilities” to something more descriptive to the average reader. Completed by using “Drainage Structure” and subcategories LWC-concrete, LWC-articulated matting, culverts, V-ditches, etc. (NOTE: we agreed to discuss with (b) (6), (b) (7) today the U/M and level of sub-subcategories needed to obtain the objective.)
- Add cattle guards. Completed.



Progression from 80/20 to 90/10 confidence level:

- All TI asset subcategory values must be completed and validated to extent practicable using all available resources. For example, if your sector has a total of 300 Drainage Structures, the PM must identify the subcategory values (and validate those numbers) that add up to the total of 300.
- The PM must be able to explain the reason for the discrepancies between the FITT March 2013 Baseline values and the PM Validated values for 90% of the discrepancies identified.
- If PM Validated values includes non-G/G and/or newly-identified sector requirements that have yet to be submitted by the sector to OBP for concurrence, those values/quantities must be segregated in the "Comments" field. For example: if the PM Validates with Sector that there are 3 boat ramps, yet only one exists in FITT and the other two are 'newly-identified' sector requirements, the comment field should explain that '2 boat ramps are in process of being submitted by XYZ Sector to OBP for requirements concurrence'.
- Average unit costs must be included for ALL PM Validated requirements and the basis of estimate (BOE) and cost assumptions must be documented in the TI Inventory worksheet. These cost assumptions and BOEs must be discussed with ENG staff (b) (6), (b) (7)(C) to validate the estimating method is sound.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Branch Chief - TI Division Projects, Maintenance and Repair  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering*

*Office: (b) (6), (b) (7)(C)*

*Mobile: (b) (6), (b) (7)(C)*

*(b) (6), (b) (7)(C)*

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: TI Inventory Backlog Meeting # 3 - Brief (b) (6), (b) (7)(C)  
**Date:** Thursday, May 02, 2013 6:14:23 PM

---

I wanted to share with you all that (b) (6), (b) (7)(C) commended the team on the progress made on the subject effort. Many of you had dropped off the telcon before he shared his comments, so I share with you the following from (b) (6), (b) (7)(C) "very well done, this is exactly what we need to deliver!".

Thank you all for your hard work and the hours poured into the updates you briefed today! We've seen tremendous progress from the last meeting on 4/17 to today's briefing...keep up the great work!

I will be in touch tomorrow to discuss the timeline for our next update, which we expect will have everyone at either 80/20 or 90/10 confidence level.

Again, VERY WELL DONE!!

Best regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Branch Chief - TI Division Projects, Maintenance and Repair*

*Border Patrol Facilities and Tactical Infrastructure*

*Program Management Office*

*Facilities Management and Engineering*

*Office:* (b) (6), (b) (7)(C)

*Mobile:* (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C).  
**Sent:** Thursday, May 02, 2013 11:15 AM  
**To:** (b) (6), (b) (7)(C)

(b) (6)

(b) (6), (b) (7)(C)

**Subject:** RE: TI Inventory Backlog Meeting # 3 - Brief (b) (6), (b) (7)(C)

All- Please see attached for this morning's meeting

<< File: TI Inventory & Backlog Consolidated 5213.xls >>

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, April 16, 2013 9:06 PM

**To:** (b) (6), (b) (7)(C)

(b) (6)

; (b) (6), (b) (7)(C);

(b) (6)

; (b) (6), (b) (7)(C)

**Subject:** TI Inventory Backlog Meeting # 3 - Brief (b) (6), (b) (7)(C)

**When:** Thursday, May 02, 2013 11:30 AM-1:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** (b) (7)(E); PIN (b) (7)(E)

**Importance:** High

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract  
**Date:** Monday, April 29, 2013 4:13:01 PM  
**Attachments:** [EPT Fence M&R - Justification for Extension 4-29-2013.doc](#)

---

(b) (6), (b) (7)(C),

Since both of you won't be in the office until tomorrow, can one of you review the attached justification and let (b) (6), (b) (7)(C) know if you approve and will be able to sign it tomorrow? I'm hopeful that your email will allow her to press ahead while she waits for the final signed letter. Thanks for your help!

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 3:51 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Extension of EPT Fence Gap Filler Contract

All,

Please see the attached justification. If there are no further changes, please return to me signed.

Thanks,

(b) (6), (b) (7)(C)

*Mrs. (b) (6), (b) (7)(C)*  
*Contracting Officer*  
*US Customs and Border Protection/DHS*  
*Facilities, Financial & Acquisition & Procurement Contracting Branch*  
*Phone:* (b) (6), (b) (7)(C)  
*Fax:* (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 3:08 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) is pushing forward on this one.

(b) (6), (b) (7)(C)  
Branch Chief/Contracting Officer  
Facilities, Financial, Acquisition and Contracting Branch  
Customs and Border Protection

Phone: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 1:03 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Fw: Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

See below. Can I get status?

I would like it within the hour. If we don't execute today I need to let Border Patrol know and work a solution.

Thank you.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, April 29, 2013 12:46 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Extension of EPT Fence Gap Filler Contract

(b) (6), (b) (7)(C)

Contract HSBP1013P00074, EPT Fence M&R Gap Filler, will expire on 30 April 2013. We need a "no-cost" extension to 15 August 2013 as requested in the attached email. Adequate funding is on the contract to complete critical repairs to three gates in EPT, which have cause two injuries to date due tto the difficulty of opening them.

(b) (6), (b) (7)(C) advised that she is poised to execute it an extension, but that the request is in review with (b) (6), (b) (7)(C). She is not sure if sequestration will be an issue, but is waiting for his concurrence. Since 30 April is tomorrow, I'm notifying you to be sure we have timely action on this request. Thanks for any help.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PE, PMP

Program Manager

LMI

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities  
Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

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**U.S. Customs and  
Border Protection**

FROM: (b) (6), (b) (7)(C), Contracting Officer's Technical  
Representative

TO: (b) (6), (b) (7)(C), Contracting Officer

REFERENCE: Task Order HSBP1013P00074, Justification for Extension

(b) (5)

Please let me know if you need additional information.



Sincerely,

(b) (6), (b) (7)(C), Contracting Officer's Technical Representative  
Branch Chief, TI M&R Branch  
Border Patrol Facilities and Tactical Infrastructure PMO  
FM&E

Date: \_\_\_\_\_

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief  
**Date:** Tuesday, May 07, 2013 10:40:48 AM

---

No need right now. I will brief the changes.

(b) (6), (b) (7)(C)

Division Director, RE and ENV Services Division Border Patrol Facilities and Tactical  
Infrastructure Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, May 07, 2013 10:37 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief

I misread your email yesterday to say the changes to ENV were ok. Will change it back

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, May 07, 2013 10:36 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief

What happened to the ENV Slide? Key bullets are left off.

(b) (6), (b) (7)(C)

Division Director, RE and ENV Services Division Border Patrol Facilities and Tactical  
Infrastructure Facilities Management and Engineering

Office (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, May 07, 2013 10:32 AM

**To:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6), (b) (7)(C);  
(b) (6); (b) (6), (b) (7)(C)

**Cc:** (b) (6)

(b) (6), (b) (7)(C)  
(b) (6); (b) (6), (b) (7)(C)

**Subject:** RE: CIR Pre brief

Attached is briefing for today << File: 8 May Brief V 3.1.ppt >>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, May 01, 2013 3:00 PM

**To:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6), (b) (7)(C);  
(b) (6); (b) (6), (b) (7)(C)

**Cc:** (b) (6)

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

**Subject:** CIR Pre brief

**When:** Tuesday, May 07, 2013 11:00 AM-11:45 AM (UTC-05:00) Eastern Time (US & Canada).

**Where:** B155 Large conf room/ (b) (7)(E) Pin: (b) (7)(E)

Purpose: Pre-brief for meeting with Mr. Calvo on 5/7

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
**Subject:** Re: CIR Document Workpage on KMS / Sharepoint  
**Date:** Monday, May 13, 2013 4:58:28 PM

---

Ok. Thanks.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 13, 2013 04:56 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6), (b) (7)(C)  
**Subject:** RE: CIR Document Workpage on KMS / Sharepoint

10-4.

I am going to QA my documents for O-1, O-2, O-3 with (b) (6), (b) (7)(C) before uploading because I know we had a few different version floating around just before the (b) (6), (b) (7)(C) and Calvo brief. It will be the same content as we had for the Binders. They will be uploaded by tomorrow.

I may also go ahead and upload any other planning PRDs or documents we have floating around (b) (7)(E), Fence Replacement documents). That way we can pull down the latest and greatest if the need comes down.

I will send (b) (6), (b) (7)(C) an email that they have access as well. I'll check if anyone else needs access from Ops.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP  
Project Manager, TI Project Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 13, 2013 4:46 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
**Subject:** Re: CIR Document Workpage on KMS / Sharepoint

Outstanding.

ECSO has its own document bin.

Yes, please add a folder for O1-O3.

Also, please let BusOps know so that we have tight coordination.

Thanks.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 13, 2013 04:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6), (b) (7)(C)  
**Subject:** CIR Document Workpage on KMS / Sharepoint

(b) (6), (b) (7)

Per your request, I set up a secure SharePoint Folder for us for CIR Documents.

(b) (7)(E)

Everyone on this email has read capabilities, except (b) (6), (b) (7)(C). I unfortunately can't grant (b) (6), (b) (7) access because he doesn't have a CBP email address. I can modify rights to allow folks to make changes, but figured I would start with the read capability first. I can easily add or remove permission for anyone, so just let me know who else needs access.

I included the following documents to date:

- CIR Prospective Requirements ROM 9 May 13 Version 3 *(This was created by USACE on 5/10/13; latest version)*
- CIR ROM Estimates BPFTI PMO ASSUMPTIONS v2 dew 05092013 *(Sent by (b) (6), (b) (7) on 5/9/2013 regarding FME/OBP requirements)*
- CIR Updated Brief to AC Schied v3 050913 *(Last brief created by BPFTI and sent to AC Schied on 5/9/2013)*
- New CIR Cost Template v2 dew 05092013 *(Sent by (b) (6), (b) (7) on 5/9/2013 regarding FME/OBP requirements)*
- OMB Tech Assist CIR If 05092013 *(Sent in response to a Hill inquiry by OMB; aren't OBP total requirements for fence/Tactical Infrastructure)*

This is a fluid workspace as documents are created and updated. If you have any additional documents to add please let me know.

A reminder that KMS does not allow USACE access. If that is the desire then I can talk to (b) (6), (b) (7)(C) to see if we can get access to a secure FITT workspace.

I can also create a separate folder for O-1, O-2, O-3 documents if so desired – just let me know.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP  
Project Manager, TI Project Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Pima County IGA  
**Date:** Wednesday, May 08, 2013 7:44:43 PM  
**Importance:** High

---

All,

(b) (5)



thanks,

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 6:26 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Pima County IGA

(b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) I will have to address these

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 8:07 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Pima County IGA

(b) (6), (b) (7)(C)

(b) (5)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Real Estate Program Manager  
Real Estate and Environmental Services Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
Email: (b) (6), (b) (7)(C)  
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Border Patrol's proud legacy.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Saturday, May 04, 2013 8:49 AM

**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Fw: Pima County IGA  
**Importance:** High

Fyi

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, May 03, 2013 12:14 PM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Pima County IGA

All,

I received a call from (b) (6), (b) (7)(C), the Contract Administrator (IT Department) for Pima County. She informed me that our Intergovernmental Agreement (IGA) with the county for site (b) (7)(E) is about to expired. Attached is the agreement which ironically was signed by (b) (6), (b) (7)(C) on behalf of the government when he was the PM for TUS-1. For those of you that may not be aware of this; (b) (7)(E) is located on Pima County property. (b) (6), (b) (7)(C) will probably not be familiar with the name/identifier ((b) (7)(E)); they refer to it as the (b) (7)(E) SBlnet tower".

(b) (6), (b) (7)(C) has asked that she be contacted to work on the renewal/extension of this IGA; her contact info is:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

thanks,

(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6)  
**Subject:** Re: Trip\_Report\_NGL roadwork site visit report  
**Date:** Wednesday, May 15, 2013 8:51:26 AM

---

(b) (5)  
(b) (6), (b) (7)(C) Program Manager/COR, O&M Division Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, May 15, 2013 07:45 AM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6)  
**Subject:** Fw: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b) (7)(C)

Thank you.

(b) (6), (b) (7)(C)

(b) (5)

(b) (6), (b) (7)(C)

Sent from my Blackberry, please excuse any typographical errors

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, May 14, 2013 11:36 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b) (7)(C)

(b) (5)

If you have questions, do not hesitate to contact me.

(b) (6), (b) (7)(C)

Environmental Planning Branch  
Border Patrol Facilities and Tactical Infrastructure Branch  
Program Management Office  
Facilities Management and Engineering  
1301 Constitution Ave NW, Suite B-155  
Washington, DC 20004  
Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 12:19 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
(b) (6)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b) (7)(C) and All,

Attached are all of the Real Estate Documents / Agreements, Real Estate Maps, and Final Zone (b) (6) Submittal Alignment on 3/19/2013.

These are all of the documents I have on this project.

Please let me know if you need any additional clarification or insight.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP

Project Manager, TI Project Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 11:47 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
(b) (6)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b) (7)(C)

(b) (5)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Real Estate Program Manager

Real Estate and Environmental Services Division Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 11:25 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)

(b) (6)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

Sorry I sent the drawings to (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP

Project Manager, TI Project Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 11:25 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)

(b) (6)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

Just catching up on the email string. I sent the drawings I had for Zone (b) (6), (b) (7)(C) to (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP

Project Manager, TI Project Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 10:07 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6), (b) (7)(C); (b) (6)

(b) (6), (b) (7)(C); (b) (6)

Subject: Re: Trip\_Report\_NGL roadwork site visit report

Thanks (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Sent from my Blackberry, please excuse any typographical errors

----- Original Message -----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 10:05 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6)

(b) (6) : (b) (6), (b) (7)(C) (b) (6)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

We will review. (b) (7)(E). I am going to have (b) (6), (b) (7)(C) look into it.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Real Estate Program Manager

Real Estate and Environmental Services Division Border Patrol Facilities and Tactical Infrastructure Program

Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 9:51 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6)

(b) (6), (b) (7)(C)

Subject: Re: Trip\_Report\_NGL roadwork site visit report

Hi (b) (6), (b) (7)(C)

(b) (5)

In the meantime,

(b) (5)

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Sent from my Blackberry, please excuse any typographical errors

----- Original Message -----

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 02, 2013 08:40 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b) (7)(C)

The military built outside the land we acquired. See (b) (6), (b) (7)(C) response.

(b) (5)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Real Estate Program Manager  
Real Estate and Environmental Services Division Border Patrol Facilities and Tactical Infrastructure Program  
Management Office Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
Email: (b) (6), (b) (7)(C)  
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-----Original Message-----

From: (b) (6)  
Sent: Wednesday, May 01, 2013 4:23 PM  
To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (7)(C), (b) (6)  
Subject: FW: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b)

(b) (5)

-----Original Message-----

From: (b) (6), (b) (7)(C)  
Sent: Wednesday, May 01, 2013 7:01 AM  
To: (b) (6)  
Subject: FW: Trip\_Report\_NGL roadwork site visit report

(b) (6), (b)

I know you answered this email but I could not find your response. Can you resend it.

(b) (6), (b)

(b) (6), (b) (7)(C)

Real Estate Program Manager  
Real Estate and Environmental Services Division Border Patrol Facilities and Tactical Infrastructure Program  
Management Office Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
Email: (b) (6), (b) (7)(C)  
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-----Original Message-----

From: (b) (6), (b) (7)(C)  
Sent: Monday, April 29, 2013 8:55 AM

To: (b) (6) ; GU (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

Thanks (b) (6), (b) (7)

(b) (6), (b) (7) I assume you've confirmed ENV/RE but I'm cc'ing them just in case you didn't have a chance to run this revised scope/location by them. I also need your cost estimate for renting the equipment.

(b) (6), (b) (7)

Please advise on ENV actions if any.

(b) (6), (b) (7)(C)

Please confirm RE G/G status.

Thanks all.

(b) (6), (b) (7)

(b) (6), (b) (7)(C)

Branch Chief - TI Division Projects, Maintenance and Repair Border Patrol Facilities and Tactical Infrastructure  
Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6)

Sent: Monday, April 29, 2013 8:44 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Trip\_Report\_NGL roadwork site visit report

(b) (5)

I have chatted with (b) (6), (b) (7)(C) about this and we support this proposed action.

(b) (6), PE, CCE, PMP

2000 Corporate Ridge  
McLean, VA 22102-7805  
(b) (6), (b) (7)(C) p

Complex Problems. Practical Solutions.  
[www.lmi.org](http://www.lmi.org)

-----Original Message-----

From: (b) (6), (b) (7)(C)



Sent: Friday, April 26, 2013 2:17 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6); (b) (6), (b) (7)(C).

Subject: RE: Trip\_Report\_NGL roadwork site visit report

This time I'll include the attachment I suppose.

(b) (6), (b) (7)(C)

Program Manager/COR, O&M Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C).

Sent: Friday, April 26, 2013 11:14 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6); (b) (6), (b) (7)(C)

Subject: RE: NGL roadwork site visit report

(b) (6), (b) (7)(C)

Attached is the trip report.

(b) (6), (b) (7)(C)

Program Manager/COR, O&M Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Friday, April 26, 2013 5:13 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: NGL roadwork site visit report

(b) (6), (b) (7)(C)

I'm catching up on emails and didn't see your summary report and recommendations for the roadwork (b) (6), (b) (7)(C) is requesting. Please send this AM. If I overlooked I apologize...

Thanks,

(b) (6), (b) (7)(C)

Sent from my Blackberry, please excuse any typographical errors

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: Naco Secondary Fence Project 1 Jan to 31 Mar  
**Date:** Thursday, November 06, 2014 7:51:42 AM

---

(b) (6), (b) (7)(C)

(b) (5)

Thank You,  
Division

Office: (b) (6), (b) (7)(C)

PM/COR, TI  
Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Sent from my blackberry

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, November 05, 2014 01:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Naco Secondary Fence Project 1 Jan to 31 Mar

(b) (6), (b) (7)(C),

(b) (5)

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP

Program Manager Lead for Projects and Milcon  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, November 05, 2014 1:20 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** Re: Naco Secondary Fence Project 1 Jan to 31 Mar

(b) (6), (b) (7)(C)

As discussed, NCO will support the efforts to remove the excess fence panels as personnel are available. We have a Lull all-terrain lift and a truck driver with semi endorsements (b) (6), (b) (7)(C)), but no truck..

I'll be out of the office the next ten days. SOS (b) (6), (b) (7)(C) will be covering for me, and (b) (6), (b) (7)(C) is handling TI on a collateral basis.

Take care,

(b) (6), (b) (7)(C)

----- Original Message -----

From: (b) (6), (b) (7)(C).

Sent: Wednesday, November 05, 2014 08:42 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)  
(b) (6)

Subject: Naco Secondary Fence Project 1 Jan to 31 Mar

(b) (6), (b) (7)(C) (b) (5)

Thank You,

Division

(b) (6), (b) (7)(C)

Office: (b) (6), (b) (7)(C)

Sent from my blackberry

PM/COR, TI  
Mobile: (b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** RE: Weekly Report - (b) (6) - Nov 8  
**Date:** Friday, November 09, 2012 7:39:03 AM

---

Thank you.

FYI...Monday is a Federal Holiday so office will be closed.

However, you and I can catch up and chat if you would like.

(b) (6).

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6)  
**Sent:** Thursday, November 08, 2012 10:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Weekly Report - (b) (6) - Nov 8

1. Hot Issues

- Fence collapse in YUM near Andrade POE.
- CTIMR Work Area 1
- (b) (7)(E) Area Fence Corrosion

2. Major Efforts

- I performed construction oversight services for the (b) (7)(E). I facilitated decisions regarding the path forward to minimize impact if the water rises and becomes an issue with construction. The water rose and investigations revealed that a IID sump pump had quit working in the drainage system located between the (b) (7)(E) and our site. It appears that there is a direct hydraulic connection between the canal and our site, i.e. the water is NOT coming from the south side as originally believed. I can provide more detailed information if desired..
- I participated in routine conference calls.
- I tracked the progress on the Andrade Fence collapse project. I am to host a conference call next week with another potential contractor to perform the work. If successful then we will contract through the DHS acquisition office rather than ECSO to perform this work.

- I coordinated requirements with FERC and TCA Sector and requested action by (b) (6), (b) (7) regarding the Sasabe gas line project.
- I participated in the site visit/design review of the A-1 roadway improvement project to be constructed by the military in the spring of 2013.
- Participated in conference calls regarding the proposal from the contractor to perform the Andrade fence repairs. Provided insights and suggestions to ECSO for construction priorities and negotiations with the contractor.

3. Good News

4. Concerns

5. Deliverables

I will be downtown on Monday to participate in the Division staff meeting and interface with technical staff.

(b) (6), PE, CCE, PMP



2000 Corporate Ridge  
McLean, VA 22102-7805

(b) (6) P

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money  
**Date:** Thursday, October 25, 2012 9:18:34 AM

---

Thanks.

(b) (6), (b) (7)(C)  
Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol  
(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 8:59 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: "Fence" money

(b) (6), (b) (7)(C) I'll send you the detailed breakout but both basically net out at (b) (5). I'm on leave but should be able to find the breakout and get it to you

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 25, 2012 08:21 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money

(b) (6), (b) (7)(C)

Ops Division has asked if these alternatives have associated cost estimates. Thanks.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol  
(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, October 24, 2012 12:08 PM  
**To:** (b) (6), (b) (7)(C)



**Cc:** [REDACTED] (b) (6), (b) (7)(C)

**Subject:** Re: "Fence" money

Clarification

(b) (5)

---

**From:** [REDACTED] (b) (6), (b) (7)(C)

**Sent:** Wednesday, October 24, 2012 11:47 AM

**To:** [REDACTED] (b) (6), (b) (7)(C)

**Cc:** [REDACTED] (b) (6), (b) (7)(C)

**Subject:** FW: "Fence" money

[REDACTED] (b) (6), (b) (7)(C)

(b) (5)

?

Thanks

[REDACTED] (b) (6), (b) (7)(C)

---

**From:** [REDACTED] (b) (6), (b) (7)(C)

**Sent:** Thursday, October 18, 2012 2:58 PM

**To:** [REDACTED] (b) (6), (b) (7)(C)

**Cc:** [REDACTED] (b) (6), (b) (7)(C)

**Subject:** "Fence" money

[REDACTED] (b) (6), (b) (7)(C)

While in Tucson Sector last week, we discussed what funding may be left after Douglas Phase 3 is complete. While this is still being finalized, our initial research indicates [REDACTED] (b) (5)

Here's a list of potential options (and this assumes TCA is still the priority which is obviously OBP's decision)

(b) (5)

I know that TCA is concerned about traffic through the Naco elementary school and we wanted to get this info to you so that it may be used in evaluating options.

Let me know if you have any questions

NOTE: (b) (5)

(b) (6), (b) (7)(C)

PM, TI

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Damage to the (b) (7)(E) fence  
**Date:** Tuesday, November 27, 2012 11:25:40 AM  
**Attachments:** [photo.JPG.JPG](#)  
[image2.jpeg.jpeg](#)  
[image4.jpeg.jpeg](#)  
[image5.jpeg.jpeg](#)

---

FYSA....I am sure you are up to date.....

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 27, 2012 11:23 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Damage to the (b) (7)(E) fence

As per your request. Minor damage but a cost nonetheless.....

(b) (6), (b) (7)(C), CW3, Ret. PM/COR III  
Program Manager / COR III - El Paso Sector  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 27, 2012 9:22 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Damage to the (b) (7)(E) fence  
**Importance:** High

Please send Pics....

(b) (6), (b) (7)(C), CBM, PMP

Division Director, TI Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, November 27, 2012 11:21 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: Damage to the (b) (7)(E) fence

Yes....That is what I was referring to....My military background just keeps coming out....

(b) (6), (b) (7)(C), CW3, Ret. PM/COR III

Program Manager / COR III – El Paso Sector

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, November 27, 2012 9:20 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: Damage to the (b) (7)(E) fence

By civilian, do you mean a member of the general public, not a CBP employee?

(b) (6), (b) (7)(C), PE, PMP

Program Manager

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, November 27, 2012 10:18 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: Damage to the (b) (7)(E) fence

(b) (6), (b) (7)(C) – Had a POV accident with the fence. (b) (5)

Thanks for any input....

(b) (6), (b) (7)(C), CW3, Ret. PM/COR III  
Program Manager / COR III – El Paso Sector  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, November 26, 2012 7:01 AM

**To:** (b) (6); (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Damage to the (b) (7)(E) fence

Good Morning (b) (6), (b) (7)(C)

On Sunday there was a vehicle roll-over on (b) (7)(E) that slightly damaged the (b) (7)(E) fence. Just how much damage was caused, is yet to be determined, the only photos taken of the fence are attached. I don't know what your schedule looks like but can we please go out there today with Cerrudo and assess the damage?

Coords: (b) (7)(E)

Thank you,

(b) (6), (b) (7)(C)

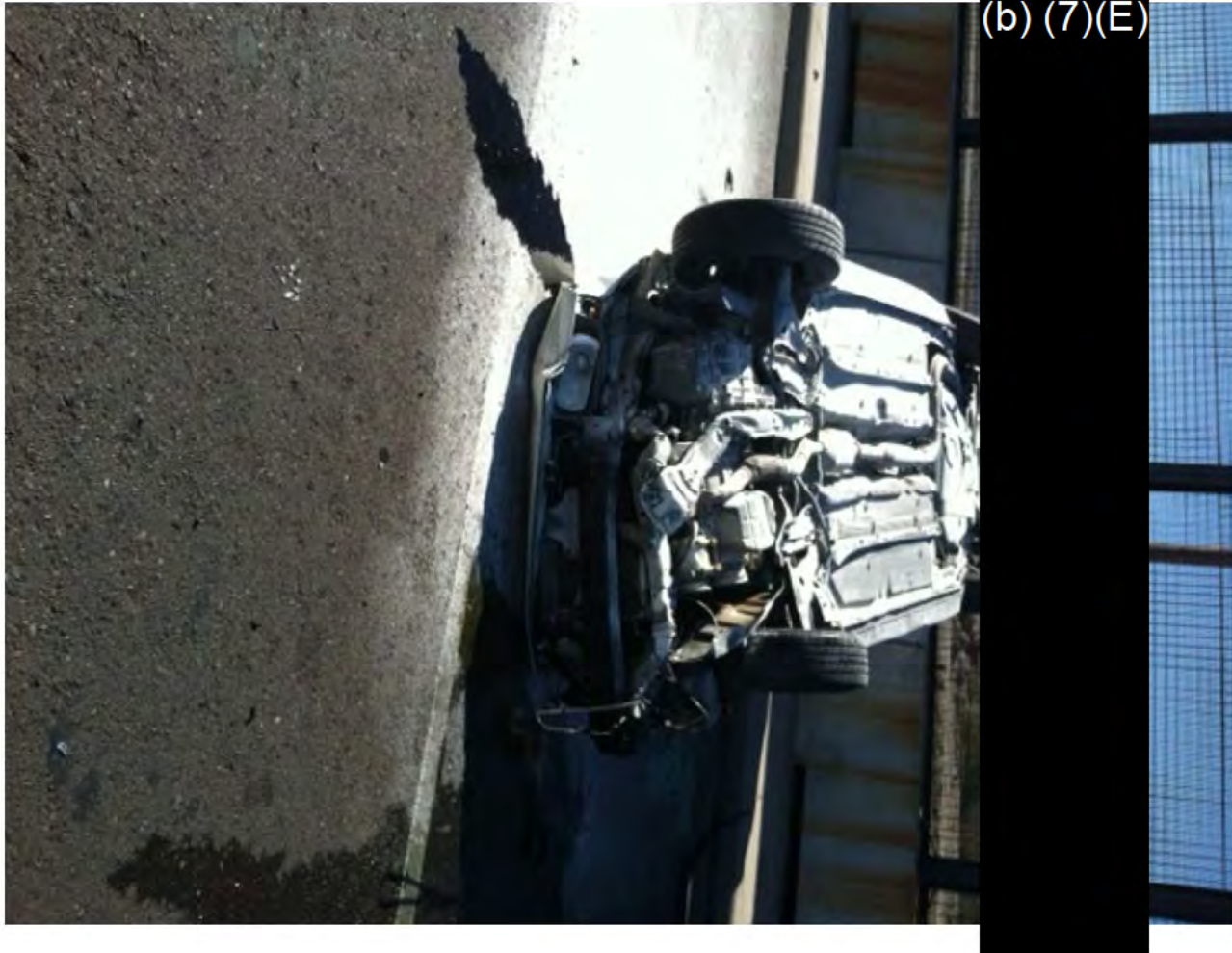
Supervisory Border Patrol Agent  
El Paso Sector Program Management Office

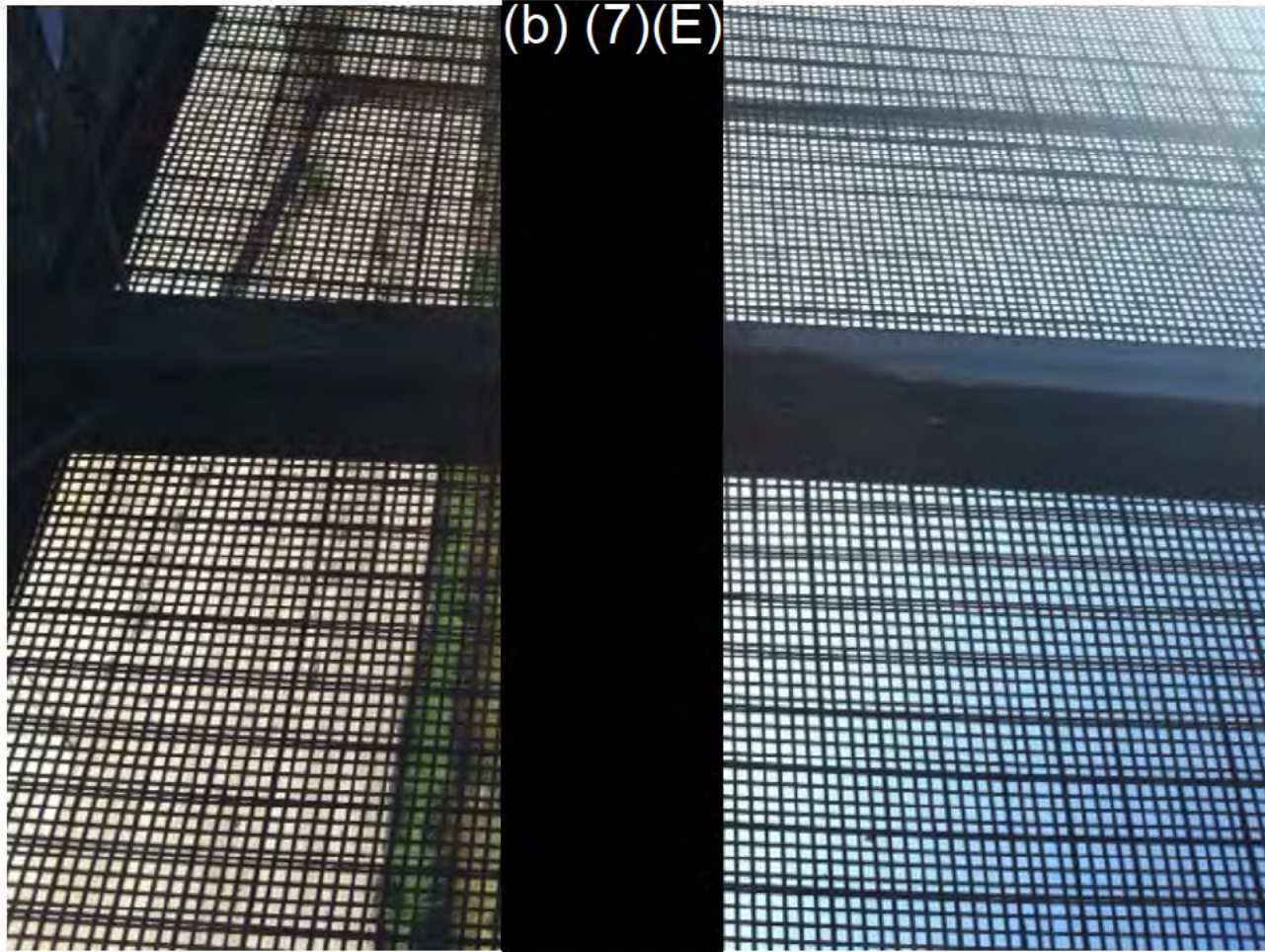
(O) (b) (6), (b) (7)(C)

(BB) (b) (6), (b) (7)(C)

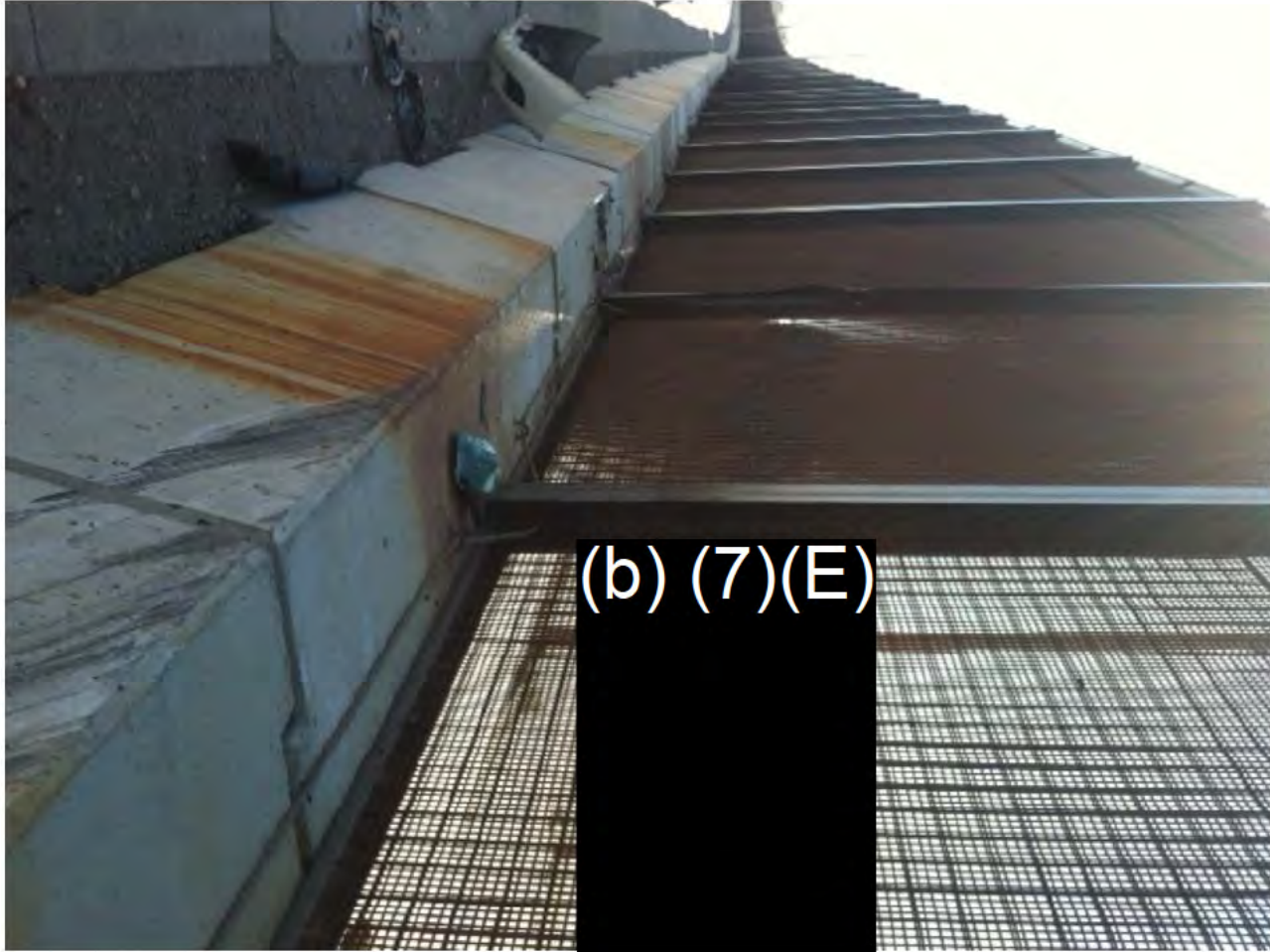
(b) (6), (b) (7)(C)

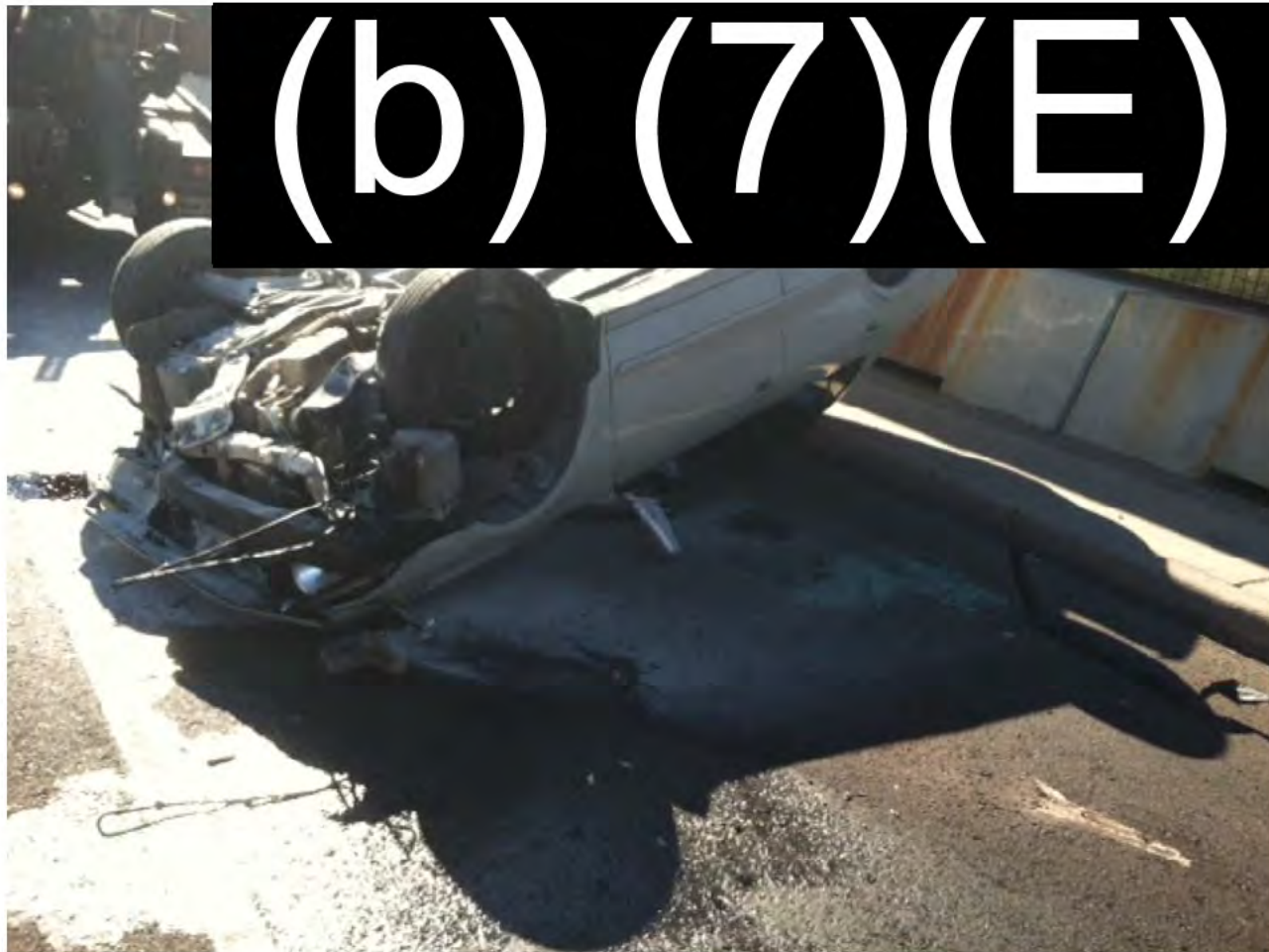












**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money  
**Date:** Wednesday, October 24, 2012 12:33:47 PM

---

Thanks for the clarification

(b) (6), (b) (7)(C)  
Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol  
(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, October 24, 2012 12:08 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: "Fence" money

Clarification

(b) (5)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, October 24, 2012 11:47 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: "Fence" money

(b) (6), (b) (7)(C)

(b) (5)

Thanks

(b) (6), (b) (7)(C)



**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 18, 2012 2:58 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** "Fence" money

(b) (6), (b) (7)(C)

While in Tucson Sector last week, we discussed what funding may be left after Douglas Phase 3 is complete. While this is still being finalized, our initial research indicates (b) (5). Here's a list of potential options (and this assumes TCA is still the priority which is obviously OBP's decision)

(b) (5)

I know that TCA is concerned about traffic through the Naco elementary school and we wanted to get this info to you so that it may be used in evaluating options.

Let me know if you have any questions

**NOTE:** (b) (5)

(b) (6), (b) (7)(C)

PM, TI

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money  
**Date:** Wednesday, October 24, 2012 10:50:19 AM

---

(b) (6), (b) (7)(C)

Sorry for the delay. We will brief Ops on your original e-mail and get you a response.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol  
(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, October 19, 2012 1:58 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: "Fence" money

(b) (6), (b) (7)(C): answer back from Business Ops/Budget is that funds are for "Fence Replacement".

Thanks

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 18, 2012 04:45 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money

(b) (6), (b) (7)(C)

Thanks for looking into this..... (b) (5)

(b) (6), (b) (7)(C)  
*Assistant Chief*  
*Strategic Planning, Policy and Analysis Division*  
*United States Border Patrol*  
*Office (b) (6), (b) (7)(C)*

Cell (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 18, 2012 3:57 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: "Fence" money

We'll check. Both Naco and DGL are cleared RE and ENV. (b) (5) . Will look into this

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 18, 2012 03:49 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money

(b) (6), (b) (7)(C)

Before we approach Ops Division on TCA, A. Chief (b) (6), (b) (7)(C) asked about RGV anticipating the question from Ops. (b) (5)

Thanks.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Director-Border Patrol TI  
SPPA-ORMB  
Headquarters Border Patrol  
(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) BB



---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 18, 2012 3:05 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: "Fence" money

Ok thanks, (b) (5)

(b) (6), (b) (7)(C)  
CTR-LMI  
BPFTI PMO  
OF: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 18, 2012 3:03 PM  
**To:** (b) (6), (b) (7)(C)

**Cc:** [REDACTED] (b) (6), (b) (7)(C)

**Subject:** RE: "Fence" money

[REDACTED] (b) (6), (b) (7)(C)

We will forward to Ops and get an answer.

[REDACTED] (b) (6), (b) (7)(C)

[REDACTED] (b) (6), (b) (7)(C)

Director-Border Patrol TI

SPPA-ORMB

Headquarters Border Patrol

[REDACTED] (b) (6), (b) (7)(C) Office

[REDACTED] (b) (6), (b) (7)(C) BB



---

**From:** [REDACTED] (b) (6), (b) (7)(C)

**Sent:** Thursday, October 18, 2012 2:58 PM

**To:** [REDACTED] (b) (6), (b) (7)(C)

**Cc:** [REDACTED] (b) (6), (b) (7)(C)

**Subject:** "Fence" money

[REDACTED] (b) (6), (b) (7)(C)

While in Tucson Sector last week, we discussed what funding may be left after Douglas Phase 3 is complete. While this is still being finalized, our initial research indicates [REDACTED] (b) (5)

Here's a list of potential options (and this assumes TCA is still the priority which is obviously OBP's decision)

(b) (5)

I know that TCA is concerned about traffic through the Naco elementary school and we wanted to get this info to you so that it may be used in evaluating options.

Let me know if you have any questions

**NOTE:** [REDACTED] (b) (5)

[REDACTED] (b) (6), (b) (7)(C)

PM, TI

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: [REDACTED] (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**From:** (b) (6)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: Fw: Engineering Support.  
**Date:** Friday, January 18, 2013 9:56:27 PM

---

I will stay in touch as usual.

(b) (6)

(b) (6), (b) (7)(C)

wrote:

Let's see if this sticks....

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, January 18, 2013 09:13 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Engineering Support.

confirmed

(b) (6), (b) (7)(C)

Branch Chief – TI Division Projects, Maintenance and Repair  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, January 18, 2013 10:36 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
**Subject:** Engineering Support.

Team:

A friendly reminder and a refresher.

Please include in all your emails related to Maintenance and Repair activities your Engineering support.

As a refresher, (b) (6) is our Engineering support covering Tucson, Yuma, ELC and SDC Sectors.

(b) (6), (b) (7)(C) is our Engineering support covering ELP, BBT, DRT, LRT and RGV.

(b) (6), (b) (7)(C) is our Chief Engineer and should be included as well.

This is critical that we include our engineering team in all emails, meetings and conversations.

Please confirm that you all will take an active roll to ensure this is part of your daily routine.

Thanks.

**From:** (b) (6)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Definition maint vs improv  
**Date:** Thursday, October 16, 2014 8:23:49 PM

---

Some things have slipped through the cracks (b) (7)(E) in ELC) but 99% of improvements have been coordinated through (b) (6), (b) (7)(C), or myself.

(b) (6), PE, CCP, PMP

2000 Corporate Ridge  
McLean, VA 22102-7805  
(b) (6), (b) (7)(C) Desk  
(b) (6), (b) (7)(C) Cell

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[www.lmi.org](http://www.lmi.org)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, October 16, 2014 8:19 PM  
**To:** (b) (6)  
**Subject:** Re: Definition maint vs improv

Excellent as always (b) (5)

----- Original Message -----

**From:** (b) (6)  
**Sent:** Thursday, October 16, 2014 08:11 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Definition maint vs improv

(b) (6), (b) (7)(C) - the short answer is that the CTIMR SOW defines these elements as:

- Maintenance includes work activities that preserve or sustain the ability of an asset to continue to carry out its intended function or preserve its established level of performance.
- Repairs include work to restore an existing asset to pre-existing condition and level of performance so that it may be effectively utilized for its designated purpose.
- Improvements include work that enhances the mission and functional capabilities of an asset through an addition, expansion, or adaptation. For example, a replacement of fence sections with more permanent fence structures, improving the condition of a roadway by adding improved base or surfacing material on a large section of road, and replacing a drainage culvert with a larger diameter culvert. Any improvements included in this work effort will be confined to the existing TI footprint and will not exceed a dollar level threshold of \$750,000 per activity. All improvements shall be assessed for environmental and real estate compliance requirements.

In practice - such things as M&R for a roadway has included adding riprap to the side slopes and placing new soil or aggregate to bring a washed out road to its original condition; replacing 100 feet of fence that dropped in Nogales recently with identical fence above grade but with slightly different foundation concrete; adding grouted riprap to washed out areas adjacent to low water crossings; etc.



The definitions have also been interpreted differently between the 4 areas based on the knowledge of the PM/COR and the contractor.

(b) (6), PE, CCP, PMP

2000 Corporate Ridge  
McLean, VA 22102-7805  
(b) (6), (b) (7)(C) Desk  
(b) (6), (b) (7)(C) Cell

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-----Original Message-----

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 16, 2014 5:03 PM  
To: (b) (6)  
Subject: Fw: Definition maint vs improv

(b) (6)

See below. Can you get the definition for me and a few examples?

(b) (5), (b) (6), (b) (7)(C)

Thanks.

----- Original Message -----

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 16, 2014 04:54 PM  
To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (7)(C)  
Subject: RE: Definition maint vs improv

Can we do it during a DD meeting?

(b) (6), (b) (7)(C)

Director, RE and ENV Services Division  
Border Patrol Facilities and Tactical Infrastructure Facilities Management and Engineering

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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-----Original Message-----

From: (b) (6), (b) (7)(C)  
Sent: Thursday, October 16, 2014 4:44 PM  
To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (7)(C)  
Subject: Definition maint vs improv

I would like to have discussion on these definitions- everytime I think I understand I get confused.

**From:** (b) (6)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE (b) (7)(E) Fence Replacement Tag UP  
**Date:** Wednesday, January 27, 2016 9:11:03 AM

Why did the invite for the last meeting have one number and pass code and the agenda have a different one?

Happy Connecting. Sent from my Sprint Samsung Galaxy S® 5

----- Original message -----

From: " (b) (6), (b) (7)(C) >

Date: 2016/01/27 9:04 AM (GMT-05:00)

To: (b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C)

I (b) (6)

(b) (6)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6)  
(b) (6), (b) (7)(C)

(b) (6)

Ce: (b) (6) (b) (6), (b) (7)(C)

Subject: (b) (7)(E) Fence Replacement Tag UP

What: (b) (7)(E) Fence Replacement PDT Kickoff Meeting

When: Tuesdays & Thursdays at 4:30 -5:00 pm

Agenda will be sent prior to the calls.

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** Fw: Andrade Fence Repair  
**Date:** Saturday, November 24, 2012 10:53:42 AM  
**Attachments:** [SCAN\\_DOC0001.PDF](#)

---

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, November 23, 2012 05:58 PM  
**To:** (b) (6)  
**Cc:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6)  
**Subject:** RE: Andrade Fence Repair

Please find attached the [correct](#) document...sorry about that

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, November 23, 2012 12:56 PM  
**To:** (b) (6)  
**Cc:** (b) (6), (b) (7)(C); (b) (6)  
(b) (6)  
**Subject:** Andrade Fence Repair

(b) (6)

(b) (5), (b) (7)(E)

(b) (5)

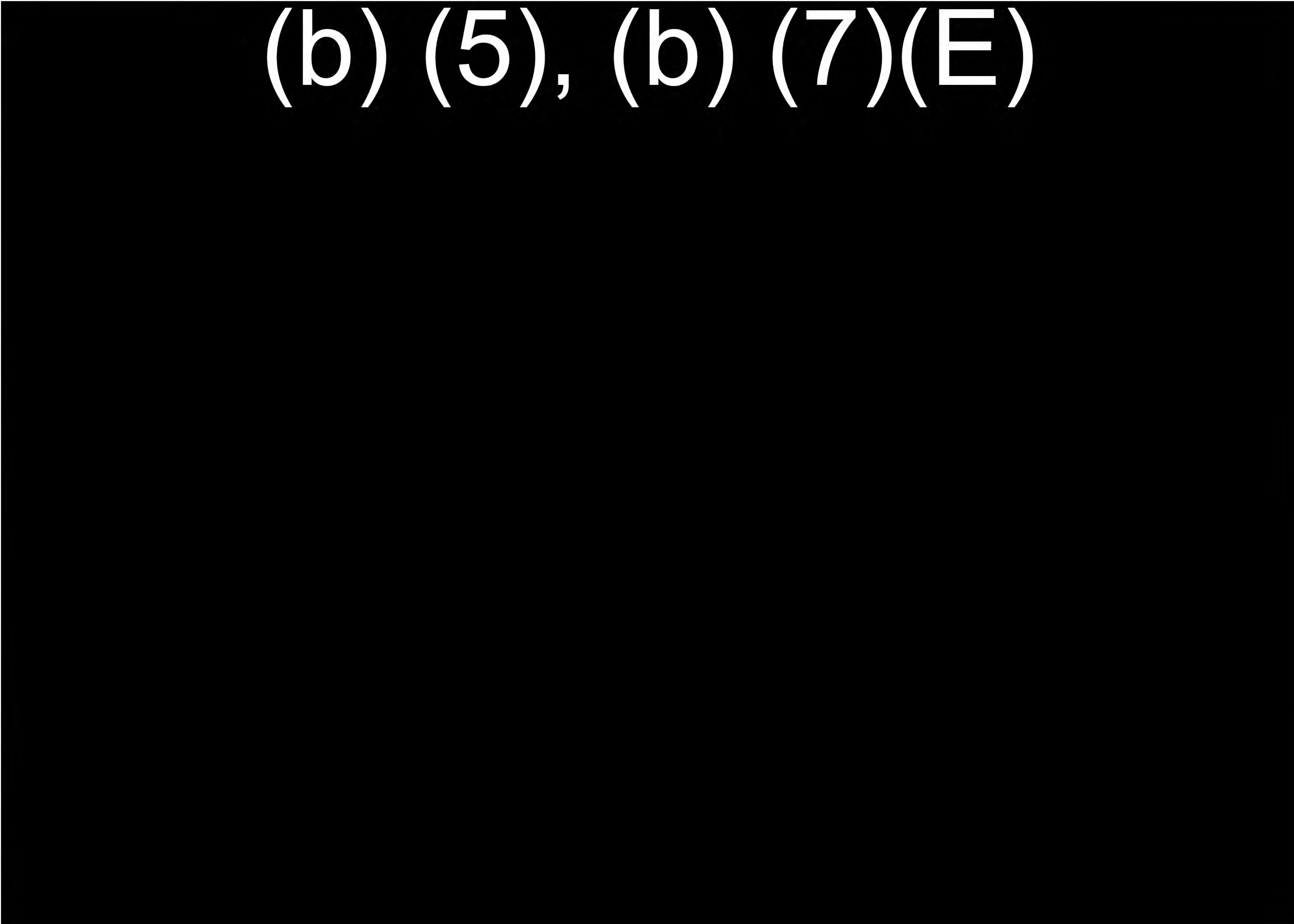
Please let me know if you have any questions or require additional info.

Thanks!

(b) (6), (b) (7)(C), P.E., PMP, LEED® AP, CCM  
Chief Engineer, AE Services Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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(b) (5), (b) (7)(E)





ANDRADE FENCE REPAIRS

BASE BID AREA

AN

(b) (5), (b) (7)(E)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Fw: Response by 1100 today  
**Date:** Monday, May 06, 2013 11:07:33 AM

---

FYI.....

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 10:46 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Response by 1100 today

(b) (5)

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 7:55 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Response by 1100 today

(b) (5)



(b) (5)

(b) (5)

(b) (6), (b) (7)(C)

Director

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management & Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** FW (b) (7)(E) Fence Replacement  
**Date:** Monday, December 17, 2012 5:14:44 PM  
**Attachments:** (b) (7)(E) [cost estimate 12-13-12.ppt](#)  
**Importance:** High

---

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, December 17, 2012 4:59 PM  
**To:** (b) (6)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: (b) (7)(E) Fence Replacement  
**Importance:** High

(b) (6),

As you may be aware already through notice from (b) (6), (b) (7) the (b) (7)(E) Fence Replacement is a go.

(b) (6), (b) (7) is in training this week, but available tomorrow from 4-5pm EST.

We would like to discuss the POAM, PRD, Funding etc. to get this project off the ground.

(b) (6), (b) (7) is currently not available until he is back on contract to attend any meetings, but once he is back he will be involved with the project.

Until then, (b) (6), (b) (7) and I will be your POC.

I will send out an invite for tomorrow. Please come prepared to discuss.

Thanks,  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Project Manager, TI Project Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, December 17, 2012 2:27 PM

**To:** (b) (6), (b) (7)(C); (b) (6);

(b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Fw: (b) (7)(E) Fence Replacement

(b) (6), (b) (7)(C) et al:

See below. We have been provided a requirement to replace fence in (b) (7)(E)

The slides explain our approach.

We'll get the PRD started and alert ECSO.

Let me know if you have any questions...

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, December 17, 2012 01:54 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** (b) (7)(E) Fence Replacement

(b) (6), (b) (7)(C)

I briefed Chief (b) (6), (b) (7)(C) this morning from the slides FM&E provided. Please proceed as the option outlines. Thanks.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director-Border Patrol TI

SPPA-ORMB

Headquarters Border Patrol

(b) (6), (b) (7)(C) Office

(b) (6), (b) (7)(C) BB



(b) (7)(E)

# Fence Replacement Assumptions



- 
- 
- 
- 
- 
- 
- 
- 

(b) (5)



(b) (7)(E)

# Cost Estimate

## BPFTI PMO Cost Estimate Tool for Fence Construction

(b) (7)(E) Legacy Fence Replacement

Cost Estimate to construct (b) (7)(E) of P-3 (Former PV-1)

### Summary of Variables Included in Cost Estimate

Construction Location	Included	Real Estate Services	Included
Terrain	Included	Real Estate Acquisitions	Included
Government Furnished Materials (GFM)	Included	Site Specific Variable	No Documentation Required
Environmental Services	Included		

Fence Type	Miles	Cost Per Mile	Total Cost (TUC)
P-3 (Former PV-1)	(b) (7)(E)	\$	(b) (5)

Variable Category - Construction	Option	Cost Adjustment
Construction Location	(1) Within 25 miles of city limits	0.0%
Terrain	(1) Flat: Slopes do not exceed 10%.	0.0%
Government Furnished Materials (GFM)	Yes	-20.0%
Construction Mgt. Services		12.5%
Design Services		8.0%

Variable Category - Administration	Known?	Cost Impact	Cost Adjustment
Environmental Services	Yes	(4) Low	\$ (b) (5)
Real Estate Services	Yes	(4) Low	\$
Real Estate Acquisition	Yes	(1) None	\$ -

Variable Category - Miscellaneous	Description	Cost Adjustment
Site Specific Variable		\$ -

<sup>2</sup> Adjusted Cost Per  
Mile

<sup>1</sup> Total Adjusted  
Cost (TBC)

\$ (b) (5)

1.) Total Burdened Cost is the variable adjusted Total Unburdened Cost  
rounded to the nearest 100 thousand

2.) Burdened Cost Per Mile = (TBC)/(Miles)



U.S. Customs and  
Border Protection

BW23 CBP FOIA 000086

# Project Approach

- (b) (5), (b) (7)(E)
- 
- 
- 
- 
- 



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** Fw: Andrade status for YUM Sector  
**Date:** Saturday, November 24, 2012 9:48:14 AM  
**Attachments:** [KSWT\\_Andrade\\_Fence.wmv.wmv](#)

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, November 23, 2012 06:25 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Andrade status for YUM Sector

FYI-you may want to share w/ (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) so they are not blindsided...

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, November 23, 2012 11:09 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
**Subject:** RE: Andrade status for YUM Sector

See the attached KWST News report regarding the Andrade Fence. I don't know who they're getting their information from but it isn't me. (b) (5)

(b) (6), (b) (7)(C). I need an update as soon as possible in order to brief Chief

(b) (6), (b) (7)(C) Thanks

(b) (6), (b) (7)(C)

ACPA YUM

O (b) (6), (b) (7)(C)

C (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, November 16, 2012 11:51 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)  
**Subject:** Andrade status for YUM Sector  
**Importance:** High

Good afternoon (b) (6), (b) (7)(C)

I wanted to let you know we received some of the information from the contractor regarding the ROM we'd requested through our CBP PROC branch. (b) (6) is meeting (or has by now) with the contractor's technical team to review the technical approach, discuss means/methods and 'value engineering' aspects of the ROM. He will also reach out with our Chief Engineer (b) (6), (b) (7)(C) this weekend to get further analysis of the viability of the ENG approach, ROM estimating assumptions, and related value engineering (cost saving measures) they included in the ROM.

I anticipate we will have the initial analysis by Tuesday next week (sooner if possible). I will keep you posted as we learn more.



Regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Branch Chief - TI Division Projects, Maintenance and Repair*

*Border Patrol Facilities and Tactical Infrastructure*

*Program Management Office*

*Facilities Management and Engineering*

*Office:* (b) (6), (b) (7)(C)

*Mobile:* (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: TI Inventory Review ("Black Hat" prior to Division PMR with (b) (6), (b) (7)(C)  
**Date:** Thursday, June 06, 2013 12:41:23 PM

---

Sir, I don't think hard copies are the best approach. One of tabs translates into about 8 printed pages. We can hold the meeting in the small conference room and I can bring it onto the screen.

(b) (6), (b) (7)(C)

Program Analyst, Business Operations

Border Patrol Facilities & Tactical Infrastructure

Program Management Office

Facilities Management & Engineering

Phone: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, June 06, 2013 12:37 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: TI Inventory Review ("Black Hat" prior to Division PMR with (b)(6);(b)(7)(C)

Hard copy please

(b) (6), (b) (7)(C), CBM, PMP

Division Director, TI Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

1301 Constitution Ave. NW, Suite B-155

Washington, DC 20004

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, June 06, 2013 12:36 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)

**Subject:** RE: TI Inventory Review ("Black Hat" prior to Division PMR with (b)(6);(b)(7)(C)

See attached for today's meeting

<< File: TI Inventory & Backlog 5242013wSum.xlsx >>

(b) (6), (b) (7)(C)

Program Analyst, Business Operations

Border Patrol Facilities & Tactical Infrastructure

Program Management Office

Facilities Management & Engineering

Phone: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)

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-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, June 05, 2013 6:00 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)

**Subject:** TI Inventory Review ("Black Hat" prior to Division PMR with (b)(6), (b) (7)(C); (b) (6), (b) (7)(C)

**When:** Thursday, June 06, 2013 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** (b) (7)(E); PIN (b) (7)(E)

**Importance:** High

PMs,

(b) (6), (b) (7)(C) has limited time available tomorrow on his schedule and I wanted to make sure we get the TI Inventory updates in front of him for the Black Hat review I described yesterday during our branch staff mtg.

Review/refresh on the Q&A and comments from (b) (6), (b) (7) and (b) (6), (b) (7) below. Provide (b) (6), (b) (7) your most up-to-date version of the TI Inventory for your sector(s) Thursday morning for our 1-hour review with (b) (6), (b) (7) in the afternoon.

Focus on the improving the quality of the information, especially the “NOTES” section that should explain to an average reader (me) the basis for the estimate, how unit costs were developed, source of information used (if available).

At this point your numbers should be solid whether you’re at 80/20 or 90/10 confidence level. The Q&A and comments pasted below will provide you a good guide to the focus areas for your efforts, and this will be our focus on the review.

Thanks,

(b) (6), (b) (7)

**From:** (b) (6)  
**Sent:** Thursday, May 30, 2013 10:39 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: TI Inventory

(b) (6), (b) (7)(C) and I met this morning to look at the latest report of TI Inventory from (b) (6), (b) (7)(C). We have the following comments from our review. Responses to (b) (6), (b) (7)(C) questions are embedded into his questions below.

(b) (5)

I have embedded responses to (b) (6), (b) (7)(C) questions below. Some of the responses need corroboration by (b) (6), (b) (7) or maybe some additional input from (b) (6), (b) (7)(C) but answers are from (b) (6), (b) (7) and I based on our involvement in the process.

(b) (6), (b) (7)(C) and I hope this information helps and we stand ready to provide additional information or reviews as required. We also think that the spreadsheet should be modified slightly. I met with (b) (6), (b) (7)(C) and he needs some guidance from (b) (6), (b) (7) before he will make any major changes to the spreadsheet. (b) (6), (b) (7)(C) and I need to meet and compare our thoughts on how the spreadsheet should be "tweaked".

(b) (6), PE, CCE, PMP

2000 Corporate Ridge  
McLean, VA 22102-7805  
(b) (6), (b) (7)(C) P

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From: (b) (6), (b) (7)(C)  
Sent: Wednesday, May 29, 2013 8:35 AM  
To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (6), (b) (7)(C)  
Subject: RE: TI Inventory

(b) (6), (b) (7)(C)

I am trying to establish some correlations within the back log estimate.

(b) (5)

(b) (5)

This is much closer that we have been in years. Keep up the good work and let's set up a meeting to "murder board" this next week.

Thanks.

(b) (6), (b) (7)(C), CBM, PMP

Division Director, TI Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

1301 Constitution Ave. NW, Suite B-155

Washington, DC 20004

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** Re: Weekly Report - (b) (6) - Nov 8  
**Date:** Monday, November 12, 2012 8:24:09 PM

---

Sure. Jumping on plane at 8am. Call me at 7:30 or so...

---

**From:** (b) (6)  
**Sent:** Monday, November 12, 2012 08:17 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Weekly Report - (b) (6) - Nov 8

Can we talk first and let me explain what I saw? I can draw a couple of sketches to explain. Then after I'm sure I have explained to clearly, then I'll put information in writing if desired.

(b) (6), PE, CCE, PMP



**2000 Corporate Ridge**  
**McLean, VA 22102-7805**  
(b) (6), (b) (7)(C) P

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, November 09, 2012 12:28 PM  
**To:** (b) (6)  
**Subject:** RE: Weekly Report - (b) (6) - Nov 8

Please provide details.....thanks...

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6)  
**Sent:** Thursday, November 08, 2012 10:36 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Weekly Report - (b) (6) - Nov 8

1. Hot Issues

- Fence collapse in YUM near Andrade POE.
- CTIMR Work Area 1
- (b) (7)(E) Area Fence Corrosion

## 2. Major Efforts

- I performed construction oversight services for the (b) (7)(E) I facilitated decisions regarding the path forward to minimize impact if the water rises and becomes an issue with construction. The water rose and investigations revealed that a IID sump pump had quit working in the drainage system located between the (b) (7)(E) and our site. It appears that there is a direct hydraulic connection between the canal and our site, i.e. the water is NOT coming from the south side as originally believed. I can provide more detailed information if desired..
- I participated in routine conference calls.
- I tracked the progress on the Andrade Fence collapse project. I am to host a conference call next week with another potential contractor to perform the work. If successful then we will contract through the DHS acquisition office rather than ECSO to perform this work.
- I coordinated requirements with FERC and TCA Sector and requested action by (b) (6), (b) (7) regarding the Sasabe gas line project.
- I participated in the site visit/design review of the A-1 roadway improvement project to be constructed by the military in the spring of 2013.
- Participated in conference calls regarding the proposal from the contractor to perform the Andrade fence repairs. Provided insights and suggestions to ECSO for construction priorities and negotiations with the contractor.

## 3. Good News

## 4. Concerns

## 5. Deliverables

I will be downtown on Monday to participate in the Division staff meeting and interface with technical staff.

(b) (6), PE, CCE, PMP



2000 Corporate Ridge  
McLean, VA 22102-7805

(b) (6), (b) (7)(C) P

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**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: WA2...Bridge??  
**Date:** Wednesday, June 19, 2013 9:55:54 AM

---

Got it.

(b) (6), (b) (7)(C)  
Branch Chief/Contracting Officer  
Facilities, Financial, Acquisition and Contracting Branch  
Customs and Border Protection

Phone: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, June 18, 2013 7:50 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Fw: WA2...Bridge??

(b) (5) . Thanks.

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, June 18, 2013 07:49 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C) (b) (6)  
**Subject:** Re: WA2...Bridge??

(b) (5) . (b) (5)

Respectfully,

(b) (6), (b) (7)(C)  
Program Manager TI M/R  
Program Management Office  
Yuma and El Centro Sector  
Office (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, June 18, 2013 04:40 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C) (b) (6)  
**Subject:** Re: WA2...Bridge??

What is it for?

----- Original Message -----

From: (b) (6), (b) (7)(C)

Sent: Tuesday, June 18, 2013 07:36 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C) | (b) (6)

Subject: RE: WA2...Bridge??

Yes Sir, (b) (6), (b) (7)(C) | (b) (5) .

Respectfully,

(b) (6), (b) (7)(C)

Program Manager T.I M/R

Program Management Office

Facilities Management and Engineering

Yuma & El Centro Sectors

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Excel as a strategic partner enhancing the Border Patrols proud legacy.

-----Original Message-----

From: (b) (6), (b) (7)(C)

Sent: Tuesday, June 18, 2013 4:29 PM

To: (b) (6), (b) (7)(C) )

Cc: (b) (6), (b) (7)(C) | (b) (6) '

Subject: WA2...Bridge??

Gents:

(b) (5) ?

**From:** (b) (6)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Fence Planning (UNCLASSIFIED)  
**Date:** Monday, June 24, 2013 10:01:29 AM

---

Classification: UNCLASSIFIED  
Caveats: NONE

Roger-- (b) (5)

(b) (6)  
TI Branch Chief  
USACE - ECSO  
(b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 24, 2013 8:55 AM  
**To:** (b) (6), (b) (7)(C); (b) (6)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: CIR Fence Planning

(b) (5)

(b) (6), (b) (7)(C), PMP

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 24, 2013 9:49 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: CIR Fence Planning

(b) (6), (b) (7)(C)

ORMB is aware of the discussions between BPFTI leadership and B2. However, as with all previous inquiries, ORMB continues to communicate with OBP leadership and awaits for B1 to task ORMB for the requirements. We

(b) (5)

. Thanks.

(b) (6), (b) (7)

From: (b) (6), (b) (7)(C)

Sent: Monday, June 24, 2013 09:33 AM Eastern Standard Time

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: CIR Fence Planning

(b) (6), (b) (7)(C) we're trying to get ahead on some of this.

(b) (5)

thanks

(b) (6), (b) (7)(C), PMP

PM, TI

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing

Border Patrol's proud legacy

Classification: UNCLASSIFIED

Caveats: NONE

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C); (b) (6)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Fence Planning  
**Date:** Monday, June 24, 2013 10:31:51 AM

---

Thanks. (b) (5) ...

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
1301 Constitution Ave. NW, Suite B-155  
Washington, DC 20004  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 24, 2013 9:55 AM  
**To:** (b) (6), (b) (7)(C); (b) (6)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: CIR Fence Planning

(b) (5)

(b) (6), (b) (7)(C), PMP  
CTR-LMI  
BPFTI PMO  
OF: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 24, 2013 9:49 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Re: CIR Fence Planning

(b) (6), (b) (7)(C)

ORMB is aware of the discussions between BPFTI leadership and B2. However, as with all previous inquiries, ORMB continues to communicate with OBP leadership and awaits for B1 to task ORMB for the requirements. We (b) (5)

Thanks.

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 24, 2013 09:33 AM Eastern Standard Time

To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (7)(C)  
Subject: CIR Fence Planning

(b) (6), (b) (7)(C): we're trying to get ahead on some of this. (b) (5)  
?

thanks

(b) (6), (b) (7)(C), PMP  
PM, TI  
LMI  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
Excel as a trusted strategic partner enhancing  
Border Patrol's proud legacy

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** RE: The Project Team for Area 4  
**Date:** Monday, May 09, 2016 2:09:03 PM  
**Attachments:** [image001.png](#)

---

Thank you. Had no insight. Appreciate the information.

This is getting very sticky.

Regards,  
(b) (6), (b) (7)(C), PMP, CBM  
Director  
CBP-OA-FM&E-BPFTI  
Tactical Infrastructure  
Washington, D.C  
(b) (6), (b) (7)(C)

---

**From:** (b) (6)  
**Sent:** Monday, May 09, 2016 2:06:25 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: The Project Team for Area 4

(b) (5)

(b) (6), PE, CCP, PMP

## LMI

7940 Jones Branch Drive  
Tysons, VA 22102  
Office: (b) (6), (b) (7)(C)

*Complex Problems. Practical Solutions.*  
[www.lmi.org](http://www.lmi.org)

**From:** (b) (6)

**Sent:** Monday, May 09, 2016 1:58 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6) (b) (6)

**Subject:** RE: The Project Team for Area 4

(b) (5)

(b) (6), PE, CCP, PMP

### **LMI**

7940 Jones Branch Drive

Tysons, VA 22102

Office: (b) (6), (b) (7)(C)

*Complex Problems. Practical Solutions.*

[www.lmi.org](http://www.lmi.org)

---

**From:** (b) (6)

**Sent:** Monday, May 09, 2016 1:49 PM

**To:** (b) (6)

**Cc:** (b) (6)

**Subject:** RE: The Project Team for Area 4

(b) (5)



(b) (6), (b) (7)(C)

Attorney (Trade & Finance)

Office of Chief Counsel, U.S. Customs and Border Protection

Tel. Direct: (b) (6), (b) (7)(C)

Tel. Main: (b) (6), (b) (7)(C)

Fax: (b) (6), (b) (7)(C)

**ATTORNEY-CLIENT PRIVILEGED / ATTORNEY WORK PRODUCT**

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---

**From:** (b) (6)

**Sent:** Wednesday, April 27, 2016 10:33 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: The Project Team for Area 4

I have to revise the information I provided on the phone call relative to the dates of my involvement. I told you over the phone that the dates on my files were in February 2015. That was the first crosswalk I performed. I performed a second crosswalk in July 2015 and those are the files attached.

My approach to conducting the crosswalk was correct as stated on the phone, but I forgot that I performed the crosswalk on the WA 4 proposals twice. The second crosswalk (files attached) was based on the offeror's reaction to questions and comments from the FME acquisition directorate. The files I have attached are from my server and they include comments from the first crosswalk, the offerors second proposal, and my reactions to the second proposal.

I have attached my files for both Sames and Tikigaq. The file names differ somewhat because I just added my name and the date to the end of the files provided to me by (b) (6), (b) (7)(C).

(b) (6), PE, CCP, PMP

**LMI**

7940 Jones Branch Drive

Tysons, VA 22102

Office: (b) (6), (b) (7)(C)

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---

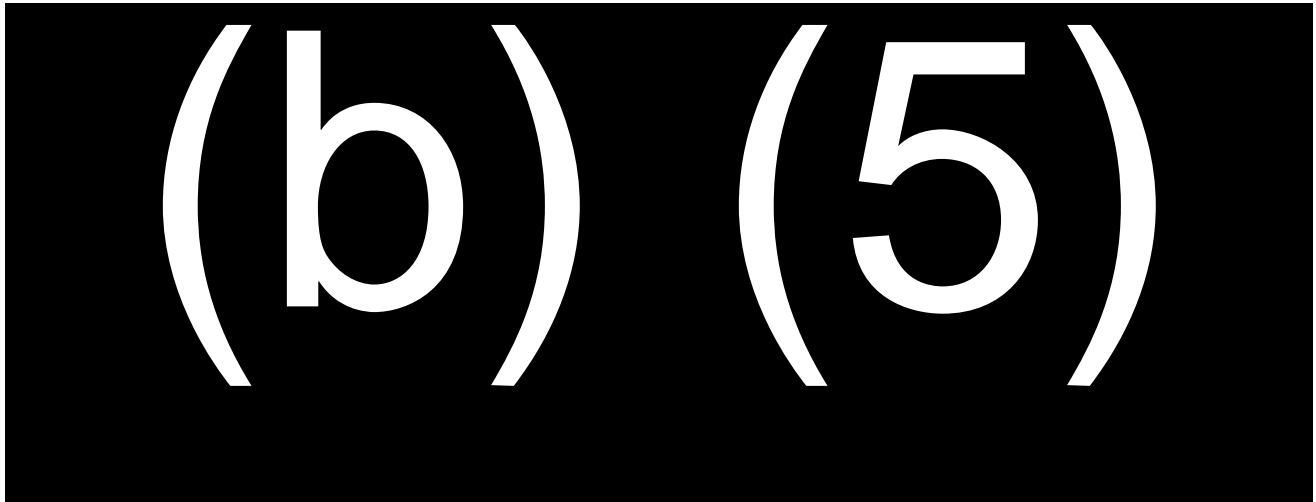
**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 25, 2016 4:37 PM

**To:** (b) (6)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: The Project Team for Area 4



(b) (6), (b) (7)(C)

Attorney (Trade & Finance)

Office of Chief Counsel, U.S. Customs and Border Protection

Tel. Direct: (b) (6), (b) (7)(C)

Tel. Main: (b) (6), (b) (7)(C)

Fax: (b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, April 25, 2016 3:54 PM

**To:** (b) (6), (b) (7)(C)

**Subject:** The Project Team for Area 4

## Integrated Project Team (IPT)



Role	Name/Organization
Program Manager(s)	(b) (6), (b) (7)(C)
COR	(b) (6), (b) (7)(C)
Work Area 4 Technical Evaluation Lead	(b) (6), (b) (7)(C)
Contracting Officer	(b) (6), (b) (7)(C)
Contract Specialist	(b) (6), (b) (7)(C)
Cost/Price Evaluation Lead	(b) (6), (b) (7)(C)
Operational Stakeholder/Requirements Owner	Office of Border Patrol (OBP)
SSA	(b) (6), (b) (7)(C)



U.S. Customs and  
Border Protection

Source Selection Sensitive Information - FAR 2.101 and 2.101

4

Also, the one who prepared the Area 4 IGCE and provided MPC inputs for the technical/cost crosswalk was (b) (6) (cell (b) (6), (b) (7)(C) or work (b) (6), (b) (7)(C)). Please contact me if you have any ques.

Thanks,

(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6)  
**Subject:** Fw: Fence blow out in (b) (7)(E) area wash.  
**Date:** Monday, July 08, 2013 5:10:22 PM

---

(b) (6)

See below. Please help from your end. Thanks..

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 08, 2013 03:58 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6) (b) (6), (b) (7)(C)  
**Subject:** RE: Fence blow out in (b) (7)(E) area wash.

As soon as the contractor provides the cost to the Corp PM, I'll ensure he sends it to me directly.

(b) (6), (b) (7)(C)

Program Manager/COR, O&M Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 08, 2013 12:31 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6) (b) (6), (b) (7)(C)  
**Subject:** Re: Fence blow out in (b) (7)(E) area wash.

Thank you. Let's get an assessment of the damage to include cost. (b) (5)

When can I have all this information for review?

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 08, 2013 01:01 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); (b) (6) (b) (6), (b) (7)(C)  
**Subject:** RE: Fence blow out in (b) (7)(E) area wash.

Sir,

(b) (5)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

(b) (6), (b) (7)(C)

Program Manager/COR, O&M Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, July 08, 2013 3:41 AM

**To:** (b) (6), (b) (7)(C)

**Subject:** Fw: Fence blow out in Naco area wash.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Sunday, July 07, 2013 08:39 PM

**To:** (b) (6), (b) (7)(C)

**Subject:** FW: Fence blow out in (b) (7)(E) area wash.

FYSA

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Sunday, July 07, 2013 8:36 PM

**To:** (b) (6), (b) (7)(C); (b) (6)

**Subject:** RE: Fence blow out in (b) (7)(E) area wash.

Thanks for sharing. (b) (5)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Sunday, July 07, 2013 12:39 PM

**To:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)

**Subject:** Fw: Fence blow out in (b) (7)(E) area wash.

FYSA

(b) (6), (b) (7)(C) Program Manager/COR, O&M Division Office: (b) (6), (b) (7)(C) Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Sunday, July 07, 2013 12:29 PM Eastern Standard Time

**To:** (b) (6)

**Cc:** (b) (6), (b) (7)(C); (b) (6)

**Subject:** Re: Fence blow out in (b) (7)(E) area wash.

(b) (7)(E)

(b) (7)(E)



(b) (7)(E)



(b) (7)(E)





(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b) (7)(E)

(b) (6)  
Engineer  
Granite  
Arizona Region

On Jul 6, 2013, at 8:29 PM, "(b) (6)" > wrote:

Gentleme (b) (7)(E)  
Please submit one ASAP.

Thanks (b) (6)

-----  
Message sent via my BlackBerry Wireless Device

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Saturday, July 06, 2013 03:35 PM Central Standard Time  
**To:** (b) (6)  
**Subject:** Fw: Fence blow out in (b) (7)(E) area wash.

Breach coming your way in (b) (7)(E)  
(b) (6), (b) (7)(C) Program Manager/COR, O&M Division Office: (b) (6), (b) (7)(C) Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Saturday, July 06, 2013 01:45 PM Eastern Standard Time

**To:** (b) (6), (b) (7)(C)

**Subject:** Fence blow out in (b) (7)(E) area wash.

(b) (6), (b) (7)(C)

Launch the contractor and the breach report will follow.

Thanks, (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, July 05, 2013 08:27 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Fw: Wash check.

(b) (6), (b) (7)(C),

Here are pics of damage that was caused today due to heavy rain.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, July 05, 2013 07:22 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Wash check.

Sir, I had the agents on the line conduct a visual check on all the washes and they stated that all the washes particularly around the fences were (b) (7)(E). However, wash (b) (7)(E) and

(b) (7)(E) issues are as follow: wash (b) (7)(E)

I attached pictures of the fence showing the damage, I know you may not be able to open them, but they are attached. The fence crew will be notified of the damage and an

(b) (7)(E), please let me know if you need anything else.

(b) (6), (b) (7)(C)

Supervisory Border Patrol Agent

(b) (7)(E) Station

(b) (7)(E), Arizona

(o) (b) (6), (b) (7)(C)

(m) (b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: PMR Actions  
**Date:** Wednesday, July 17, 2013 1:28:05 PM

---

(b) (6), (b) (7)(C) – is the estimate the approx. (b) (5) for “o” level maintenance if so – I can forward and provide.

(b) (6), (b) (7)(C), PMP, LEED AP  
Program Manager Lead for TMRP  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management & Engineering  
(b) (6), (b) (7)(C) (w)  
(b) (6), (b) (7)(C)(bberry)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 17, 2013 10:24 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: PMR Actions

7. there is formal document on this and we have provided both one time and recurring costs estimates to (b) (6), (b) (7)(C) (block I ILSP) on the requirements

(b) (6), (b) (7)(C), PMP  
CTR-LMI  
BPFTI PMO  
OF: (b) (6), (b) (7)(C)  
BB: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 17, 2013 1:20 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: PMR Actions

Good. (b) (6), (b) (7)(C) has the SBInet stuff cold.

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
1301 Constitution Ave. NW, Suite B-155  
Washington, DC 20004  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 17, 2013 1:20 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: PMR Actions

I do what I can during the aerostat conf call  
May need additional info also from (b) (6), (b) (7)(C)  
I will send my responses.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 17, 2013 10:16 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: PMR Actions

Also number 7..

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
1301 Constitution Ave. NW, Suite B-155  
Washington, DC 20004  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 17, 2013 12:56 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: PMR Actions  
**Importance:** High

(b) (6), (b) (7)(C) – let me know if you need anything from me on the items below.

(b) (6), (b) (7)(C), PMP, LEED AP  
Program Manager Lead for TMRP  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management & Engineering  
(b) (6), (b) (7)(C) (w)  
(b) (6), (b) (7)(C) (bberry)  
(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 15, 2013 11:55 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** Re: PMR Actions

(b) (5), (b) (7)

Et al. I have a few of the AIs and will provide status by Wednesday..

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, July 15, 2013 02:52 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** PMR Actions

All,

We received our task list from (b) (6), (b) (7)(C) from the last PMR which match the actions that I captured.

Almost all of the actions need to be updated on the next PMR slides, which gives us until the end of August. However, we have a few items with a suspense date at the end of this month (regarding the SBINet transfer and the real estate actions.)

Please see items below.

Thanks,

(b) (6), (b) (7)

July 9, 2013 BPFTI PMR Action Items:

1. BPFTI recommends that PMR content for TI and Facilities be submitted separately for future PMRs. P3B concurs. **Due: Change will be reflected in next set of PMR packages.** (b) (6), (b) (7)
2. Slide 3: How is square footage for checkpoints calculated? BPFTI to advise on methodology. **Due: BPFTI to provide status at next PMR.** (b) (6), (b) (7)(C)
3. Slide 3: BPFTI estimates that accuracy of facility counts on this page is between 60 and 70%. Example cited for firing ranges, where count is shown as 3. Source for this count is unclear. Ranges are typically affiliated with a specific Sector or BPS. BPFTI to analyze and validate counts pulled from TRIRIGA and provide crosswalk. **Due: BPFTI to provide status at next PMR.** (b) (6), (b) (7)(C)
4. BPFTI to coordinate with (b) (6), (b) (7)(C) MSF regarding (b) (5), (b) (6), (b) (7)(C) **Due: BPFTI to provide status at next PMR.** (b) (6), (b) (7)(C)
5. BPFTI to work with OBP regarding (b) (5), (b) (7)(E) **Due: BPFTI to provide status at next PMR. WHO WILL DEAL WITH THIS ISSUE?**
6. BPFTI to raise issue of CTIMR work area 1 at Friday, July 12 meeting with CBP Procurement. **Due: Issue to be raised on July 12. PROCUREMENT MEETING POSTPONED TO 7/19**
7. BPFTI will assume responsibility for (b) (7) SBInet towers in October 2013. (b) (7)(E) **Due: BPFTI to provide draft message and accompanying analysis on Friday, July 26.** (b) (6), (b) (7)(C)
8. BPFTI to prep briefing for XD Calvo and AC Schied regarding new real estate services that they have been



asked to support. Need information to bolster FM&E position regarding program growth and escalating resource constraints. Due: BPFTI to provide draft briefing content on Friday, July 26. (b) (6), (b) (7)(C)

9. Slide 15: How is MRO funded for these [C2 AND TOWERS ] projects? How is pass-through from OTIA being captured? Due: BPFTI to provide status at next PMR. (b) (6), (b) (7)(C)
10. BPFTI to provide TDY and staffing costs associated with temporary COTR/PM solutions. Due: **Action completed**. Email entitled Travel and Contractor Funding for WG/PM Vacancies sent on 7/11 with requested information.

(b) (6), (b) (7)(C)

Special Projects Analyst, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering

Office: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: SBInet..  
**Date:** Thursday, July 18, 2013 7:39:08 AM

---

(b) (5)

(b) (6), (b) (7)(C), PMP

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, July 18, 2013 7:36 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: SBInet..

Ok. (b) (5)

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, July 18, 2013 07:31 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: SBInet..

(b) (5)

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, July 18, 2013 07:29 AM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: SBInet..

(b) (5) ?

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, July 18, 2013 07:29 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: SBInet..

Why is what taking so long?

----- Original Message -----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, July 18, 2013 07:26 AM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Subject:** SBInet..

Gents:

Why is this taking so long to acquire?

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: OIG report on Fence Steel (UNCLASSIFIED)  
**Date:** Tuesday, August 06, 2013 9:01:03 AM

---

This is the OIG report they did on us. (b) (5)

Issues:

(b) (5)

(b) (6), (b) (7)(C), PMP

CTR-LMI

BPFTI PMO

OF: (b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, August 06, 2013 8:55 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: OIG report on Fence Steel (UNCLASSIFIED)

What should I know and why?

(b) (6), (b) (7)(C), CBM, PMP

Division Director, TI Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities Management and Engineering

1301 Constitution Ave. NW, Suite B-155

Washington, DC 20004

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

-----Original Message-----

**From:** (b) (6)

**Sent:** Monday, August 05, 2013 3:38 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6)

**Subject:** OIG report on Fence Steel (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: NONE

Link to OIG report on steel purchase for SBI--one source for lessons learned.

[http://www.oig.dhs.gov/assets/Mgmt/OIG\\_12-05\\_Nov11.pdf](http://www.oig.dhs.gov/assets/Mgmt/OIG_12-05_Nov11.pdf)

(b) (6), (b) (7)(C)

TI Branch Chief

USACE - ECSO

(b) (6), (b) (7)(C)

BB: (b) (6), (b) (7)(C)

Classification: UNCLASSIFIED

Caveats: NONE

# Department of Homeland Security **Office of Inspector General**

U.S. Customs and Border Protection's  
Management of the Purchase and  
Storage of Steel in Support of the  
Secure Border Initiative







Homeland  
Security

NOV 7 - 2011

## Preface

The Department of Homeland Security (DHS) Office of Inspector General (OIG) was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities to promote economy, efficiency, and effectiveness within the Department.

This report addresses the effectiveness of the U.S. Customs and Border Protection's management of the purchase and storage of steel in support of the Secure Border Initiative. It is based on interviews with employees and officials of relevant agencies and institutions, direct observations, and a review of applicable documents.

The recommendations herein have been developed to the best knowledge available to our office, and have been discussed in draft with those responsible for implementation. We trust this report will result in more effective, efficient, and economical operations. We express our appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in cursive script, reading "Anne L. Richards".

Anne L. Richards  
Assistant Inspector General for Audits

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## Abbreviations

CBP	U.S. Customs and Border Protection
CO	contracting officer
DHS	Department of Homeland Security
FY	fiscal year
IBWC	International Boundary and Water Commission
LOTSS	Long-Term Steel Storage
IIRIRA	<i>Illegal Immigration Reform and Immigrant Responsibility Act of 1996</i>
NFC	National Finance Center
OIG	Office of Inspector General
SBI	Secure Border Initiative
SSCM	Supply and Supply Chain Management
TI	Tactical Infrastructure





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*Department of Homeland Security*  
*Office of Inspector General*

## **Executive Summary**

The Department of Homeland Security's Customs and Border Protection uses infrastructure to impede illegal entry into the United States and provide officers access to their areas of operations. Since 2008, Customs and Border Protection has spent approximately \$1.2 billion to construct physical barriers along the southwest border as part of the Department's Secure Border Initiative. About \$310 million of the cost was to purchase and store steel in support of fence construction. We performed this audit to determine the effectiveness of Customs and Border Protection's management of the purchase and storage of steel in support of the Secure Border Initiative.

Customs and Border Protection completed 299 miles of fence; however, it did not effectively manage the purchase and storage of steel in support of the Secure Border Initiative. It purchased steel based on an estimate before legally acquiring land or meeting international treaty obligations. In addition, it did not provide effective contract oversight during the project: it paid invoices late, did not reconcile invoices to receiving documents, and did not perform a thorough review of the contractor's selection of a higher-priced subcontractor or document the reasons for its approval of the subcontractor. As a result, Customs and Border Protection purchased more steel than needed, incurred additional storage costs, paid interest on late payments, and approved a higher-priced subcontractor, resulting in additional expenditures of about \$69 million that could have been put to better use.

We made five recommendations to improve Customs and Border Protection's management of future fence construction and contract oversight. Customs and Border Protection concurred with four recommendations, and the Department of Homeland Security proposed an alternative to the fifth recommendation that met the intent of that recommendation. Customs and Border Protection is taking action to implement the recommendations.

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## Background

Achieving operational control of the U.S. border is one of the key missions of the Department of Homeland Security (DHS), and specifically U.S. Customs and Border Protection (CBP). CBP's Border Patrol has 20 sectors responsible for detecting and preventing illegal entry of aliens into the United States between ports of entry.

Section 102 of the *Illegal Immigration Reform and Immigrant Responsibility Act of 1996* (IIRIRA) required the Attorney General to construct fencing and road improvements to prevent illegal entry at the border near San Diego, California.<sup>1</sup> In November 2005, DHS established the Secure Border Initiative (SBI) to secure the Nation's borders and reduce illegal immigration. DHS tasked CBP as the executive agent for the SBI program. CBP's SBI Program Management Office was responsible for developing and constructing a comprehensive border protection system using a combination of technology, known as *SBI<sub>net</sub>*, and physical barriers, known as Tactical Infrastructure (TI). TI consists of roads, lighting, drainage improvements, bridges, and fencing to impede illegal entry into the United States and provide officers access to their areas of operations.

Congress amended Section 102(b) of the IIRIRA with the *Secure Fence Act of 2006*, requiring reinforced fence construction and accompanying physical barriers in priority areas along the southwest border in California, Texas, New Mexico, and Arizona. In September 2006, DHS awarded a 3-year indefinite delivery/indefinite quantity contract to a prime contractor. The contractor was responsible for acquiring, deploying, and maintaining SBI technology while providing supply chain management for TI projects. The contractor was also responsible for selecting and managing a team of subcontractors to support the project.

In December 2007, the *Consolidated Appropriations Act of 2008* further amended Section 102(b) of the IIRIRA to require DHS to construct not less than 700 miles of reinforced fencing along the southwest border "where fencing would be most practical and effective." In carrying out that mandate, the Secretary was required to identify and build 370 miles "or other mileage" of priority fencing on the southwest border by December 31, 2008. In January 2008, CBP awarded the Supply and Supply Chain Management (SSCM) task order to a prime contractor for the purchase and storage of steel to support fence construction. The

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<sup>1</sup> *The Homeland Security Act of 2002*, as amended, transferred many authorities of the Attorney General to DHS. Section 564 of the *Consolidated Appropriations Act of 2008*, however, amended section 102 of the IIRIRA to replace "Attorney General, in consultation with the Commissioner of Immigration and Naturalization" with "Secretary of Homeland Security."

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SSCM task order consisted of three contracts for the purchase of steel, mesh, and storage. Since fiscal year (FY) 2008, CBP has spent about \$310 million to purchase and store steel in support of fence construction. During the performance of the SSCM task order, the contractor stored and distributed the steel from three locations: El Paso, Texas; Houston, Texas; and Lynwood, California. CBP consolidated the remaining steel at the end of the project to the El Paso, Texas, facility.

Between the enactment of the *Secure Fence Act of 2006* and the time of our review, CBP completed nearly 299 miles of fencing at a cost of \$1.2 billion.<sup>2</sup> To date, CBP has constructed about 650 miles of fencing along the southwest border, including the miles constructed using the steel from the SSCM task order. Table 1 illustrates the fence miles from the SSCM task order and the total miles of fencing along the southwest border as of March 2011. Table 2 illustrates the total estimated cost for fence constructed under the SSCM task order. Figure 1 illustrates some of the pedestrian and vehicle fence designs.

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**Table 1. SSCM Task Order Miles and Total Miles Along the Southwest Border as of March 2011\***

Fence Type	Miles Built From SSCM Task Order	Total Miles of Fencing
Pedestrian	150.57	351.79
Vehicle	147.98	298.85
Total	298.55	650.64

*\* Figures include approximately 2.35 planned miles that were still under construction as of March 2011.*

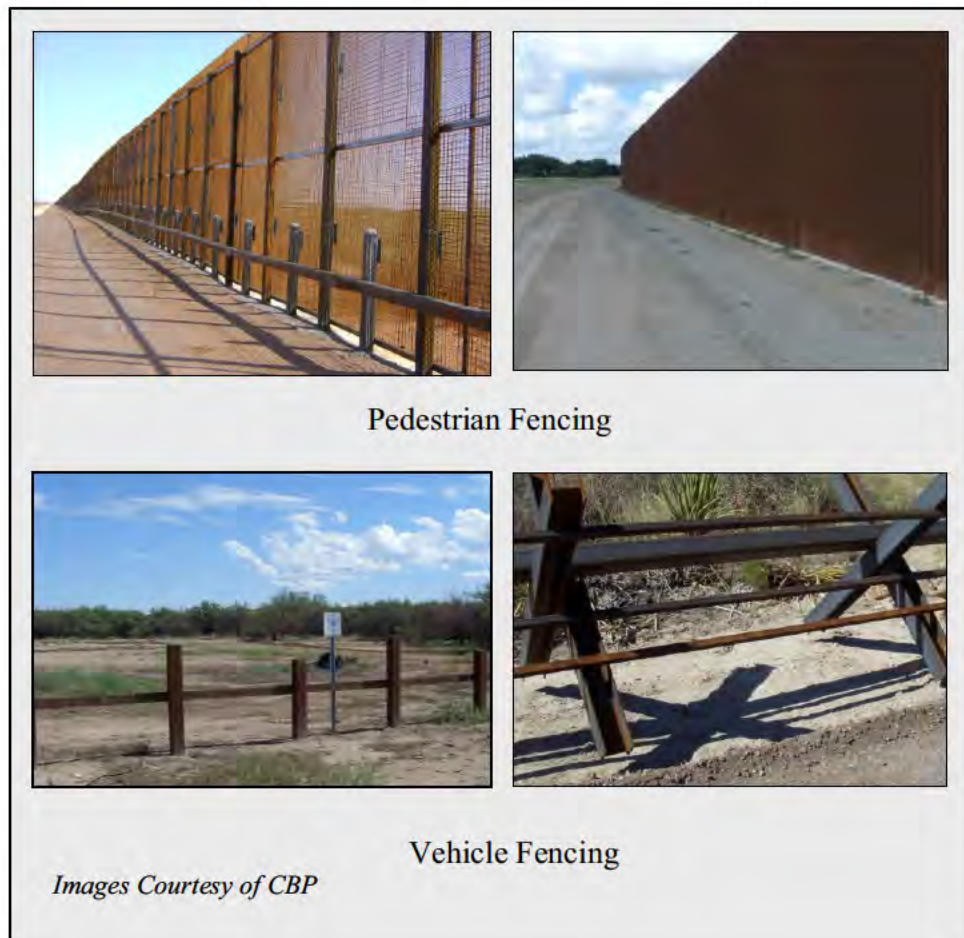
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<sup>2</sup> According to CBP, the cost per mile includes commercial construction, supply chain and planning oversight, environmental compliance and cultural mitigation, program management, design, and real estate planning and acquisition.

**Table 2. Average Cost per Mile and Associated Totals of Fence Constructed Under the SSCM Task Order**

Fence Type	Miles Built From SSCM Task Order	Average Cost Per Mile	Total Cost
Pedestrian	150.57	\$6,500,000	\$978,705,000
Vehicle	147.98	\$1,800,000	\$266,364,000
Total	298.55		\$1,245,069,000

**Figure 1. Examples of Southwest Border Fence Designs**



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## Results of Audit

CBP did not effectively manage the steel and storage purchased under the SSCM task order. It purchased steel based on an estimate before legally acquiring land and meeting international treaty obligations. CBP did not provide effective contract oversight during the project, as demonstrated by paying invoices late and by not reconciling invoices to receiving documents. In addition, it did not perform a thorough review of the consent to subcontract and did not document the reasons for its approval of the higher-priced subcontractor. As a result, CBP purchased more steel than needed, incurred additional storage costs, paid interest on late payments, and approved a higher-priced subcontractor. The insufficient planning and inadequate contract oversight led to additional expenditures of about \$69 million that CBP could have put to better use.

### Project Planning

CBP did not efficiently plan the purchase and storage of steel for the SSCM task order. It purchased steel based on an estimate of types of fence per mile. As a result, 27,557 tons of extra steel, with a value of about \$44 million, remained in storage at the end of the task order. Further, CBP incurred \$9.8 million in additional storage costs because it did not move the remaining steel to a government facility for more than 2 years after the original storage contract expired.

#### Steel Purchased for the SSCM Task Order

CBP purchased steel based on an estimate of types of fence per mile. In March 2008, CBP instructed the prime contractor to purchase approximately 145,000 tons<sup>3</sup> of steel before finalizing fence designs. According to CBP, at that time it did not have access to all the land where it would build the fence and therefore could not properly plan the project or determine the appropriate fence design for all the planned miles. Because CBP did not have access to all the land, it based the initial purchase on an estimate completed in December 2007. CBP attributed the decision to purchase the steel in bulk to the December 31, 2008, deadline, an agreement with the supplier to purchase the steel at January 2008 prices, and production times for steel.

Additionally, CBP did not obtain necessary approval to build all planned fence segments before acquiring the steel. CBP was aware that it might be required to build new fence along the southwest border. To address this possibility, CBP performed multiple environmental assessments in areas where it might be required to build. In 2007, CBP performed an

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<sup>3</sup> According to CBP, the quantity of steel purchased included a 10% allowance for unanticipated design changes; it did not intend for the additional steel to be excess at the end of the contract.

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environmental assessment and determined that a permanent fence would result in adverse affects to the flood plain and recommended building a movable fence. Despite this recommendation, the steel that CBP purchased was of a type to build a permanent fence. CBP purchased approximately 11,300 tons, or \$20.5 million worth of steel to build 14 miles of permanent fence along the Rio Grande Valley. However, CBP did not meet the International Boundary Water Commission's (IBWC) criteria for a fence type that would minimize effects of water flow on the flood plain. CBP consulted with the IBWC between 2008 and 2010 to find a solution to the impact on the flood plain. The IBWC denied support of CBP's proposal of permanent fence in this area because of the potential adverse impacts to the flood plain. According to CBP, it did not construct a movable fence in this area because of high cost.

CBP indicated that the bulk purchase saved the government approximately \$72 million based on the price per ton increase of raw steel from \$550 in January 2008 to \$1,060 in August 2008. Although the cost of raw steel did almost double in price, we were not able to validate CBP's reported cost savings. CBP computed the savings using raw steel prices rather than the manufactured purchase price. CBP paid \$1,655 per ton for most (84%) of the steel rather than the \$550 per ton used in its cost-savings analysis. In addition, CBP used the total amount of steel purchased (about 145,000 tons) in the calculation, instead of the amount needed (approximately 117,000 tons) to build about 299 miles of fence.

### **Additional Purchase of Steel**

In September 2009, CBP purchased 34 tons of steel for \$23,000, even though it had significant quantities of the same steel already in storage. According to CBP, the subcontractor offered CBP the steel at a reduced price, and CBP determined that it would need it in the future. Table 3 illustrates the quantities in storage prior to the purchase of additional steel.

---

**Table 3. Breakdown of Additional Steel Purchase**

Length of Steel	Purchase (Pieces)	Weight (Tons)	Pieces Already in Storage	Weight (Tons)
21 foot	159	25	24,142	3,683
20 foot	51	7	35,033	5,091
25 foot	12	2	12,090	2,196
Total	222	34	71,265	10,970

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### **Storage of Extra Steel**

CBP was not proactive and did not efficiently plan for the storage of steel remaining from the SSCM task order. Instead of moving the extra steel to a cost-efficient location, CBP extended the original contract and awarded a supplemental storage contract. CBP's decision to extend the storage contracts for 2 years resulted in \$9.8 million in avoidable storage costs.

The original storage contract for the SSCM task order covered the period from April to December 2008. During this period, CBP was aware that it would have at least 24,000 tons of remaining steel but did not begin to identify possible government-owned storage facilities until August 2009. CBP made multiple revisions to the storage contract until it found a new storage site. The revisions extended the original storage contract 15 months, from January 2009 to March 2010, at a cost of about \$5.6 million.

In April 2010, CBP awarded a 1-year task order, Long-Term Steel Storage (LOTSS), under the SSCM task order for storing the steel through March 2011 for \$4.1 million. A CBP legal review, cost/price, and technical evaluations of the LOTSS task order determined that the proposed amount for the LOTSS task order was unrealistically high and recommended that CBP include a memorandum in the contract file to explain why it accepted the cost/price proposal and the technical proposal. However, CBP awarded the LOTSS task order for \$4.1 million without including the memorandum or justifying the high cost. According to CBP, the legal review recommendation to justify the cost was only a suggestion and the contracting office chose not to accept it.

In July 2010, almost 1 year after it began researching cost-effective storage locations, CBP identified a suitable site. In January 2011, CBP paid approximately \$1 million to prepare the new site and estimated about \$780,000 to transport the steel to the new facility. At the time of our review, CBP was in the process of moving the remaining steel to the new site. Table 4 illustrates additional storage costs CBP incurred because of its delay in finding a cost-effective site.

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**Table 4. Storage Costs Between January 2009 and March 2011**

Task Order	Amount
SSCM Task Order Revision (January 2009 June 2009)	\$4,250,000
SSCM Task Order Revision (July 2009 December 2009)	\$908,385
SSCM Task Order Extension (January 2010 March 2010)	\$427,244
LOTSS Task Order (April 2010 March 2011)	\$4,167,381
Total	\$9,753,010

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CBP said that it will use the remaining steel to maintain and repair the existing fence and has already used some of it for these projects. In January 2011, CBP transported approximately 500 tons of steel to two areas along the southwest border to replace damaged fencing. CBP also indicated that if required to build additional fence, it would use the extra steel for future construction projects. To ensure that future large-scale projects are as efficient as possible, CBP should analyze its performance under the SSCM task order and apply lessons learned to future projects.

## **Project Oversight**

CBP did not provide effective oversight during the SSCM task order. CBP increased the cost of the SSCM task order because it paid invoices late. In addition, it did not reconcile invoices and did not perform a thorough review of the consent to subcontract documentation. As a result, CBP incurred late payment interest charges and could not guarantee that the government received what it paid for under the task order. In addition, CBP approved a subcontractor that may have added about \$13.5 million to the project.

### **Interest Payments**

CBP increased the cost of the SSCM task order because it paid invoices after the due date. The contractor submitted 28 invoices over the duration of the task order. Our review of the invoices showed that CBP paid 7 (25%) of 28 invoices late under the SSCM task order contract payment terms. Late payments occurred because CBP entered the contract into the system incorrectly, did not have policies in place for submitting and reviewing invoices, and did not establish a notification process to remind offices of an invoice coming due. Additionally, CBP applied “net 21” as payment terms rather than the standard “net 30” terms. As a result, CBP paid approximately \$282,000 of interest during the SSCM task order. Table 5 lists the seven invoices that accrued interest.



**Table 5. Contractor Invoices That Accrued Interest\***

Invoice				
1	June 21, 2008	August 26, 2008	65	\$29,819
2	August 8, 2008	August 26, 2008	17	\$44,915
3	August 23, 2008	August 26, 2008	2	\$5,257
4	August 28, 2008	September 5, 2008	7	\$61,718
5	September 14, 2008	September 26, 2008	11	\$55,213
9	November 13, 2008	November 26, 2008	12	\$48,241
11**	December 16, 2008	December 29, 2008	12	\$36,465
Total				\$281,628

*\*The National Finance Center (NFC) calculated the interest from the day after the due date through the payment date using rates of 4.75% (January 2008–June 2008) and 5.125% (July 2008–December 2008). The U.S. Department of the Treasury determined the applicable interest rates*

*\*\*CBP made two interest payments for invoice #11 for \$36,465; one payment of \$19,752 and the second payment was \$16,713. Our review determined the second payment was a duplicate. CBP was aware of the duplicate payment and as of July 2011, it had not recovered the duplicate payment. Without the duplicate payment, the total interest paid would have been about \$265,000.*

CBP did not have policies and procedures for submitting and reviewing invoices. It also did not have clear guidance on the proper office to route invoices to, or timelines for the review process. In addition, CBP did not have a notification process to remind offices of an invoice coming due.

CBP applied accelerated payment terms to the SSCM task order. According to Title 5 of the Code of Federal Regulations §1315.14(c)(1)(iii) and CBP operating procedures, the standard payment terms for supplies and services are 30 days after receipt of an invoice, or “net 30.” However, CBP agreed to payment terms of 21 days after the receipt of an invoice, or “net 21.” According to CBP, the accelerated payment was an incentive for the contractor to produce expedited delivery schedules. However, as of April 2011, CBP personnel had not provided documents to support this statement. If CBP had applied the standard net 30 payment terms instead of net 21, it would have avoided approximately \$178,000 (63%) of accrued interest payments. Table 6 illustrates the amount of interest that CBP would have saved if it had applied the standard payment terms.

In March 2009, after CBP paid 98% of the contract, it modified the contract to adjust the payment terms to net 30.

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**Table 6. Interest Savings Using the Standard Payment Terms**

Invoice Number	Interest Paid when Net 21 Terms Applied	Interest Paid if Net 30 Terms Applied	Savings
4	\$61,718	\$0	\$61,718
5	\$55,213	\$9,202	\$46,011
9	\$48,241	\$10,338	\$37,903
11	\$36,465	\$4,558	\$31,907
Total	\$201,637	\$24,098	\$177,539

### **Invoice Reconciliation**

The Contracting Office did not reconcile invoices to receiving documentation. The National Finance Center (NFC) is responsible for ensuring proper expenditure of appropriated funds for CBP. The invoice packet that the NFC received included a contracting officer's (CO) technical representative acceptance letter and a contracting specialist's checklist indicating approval for payment. The invoice packets did not contain supporting documentation for goods received. According to the Contracting Office, it relied on verbal confirmation from the program manager that the invoice amounts were accurate. As a result, CBP cannot guarantee that the government received the accurate amount of steel for which it paid the contractor.

### **Consent to Subcontract**

CBP did not perform a thorough review of the consent to subcontract documentation and did not document the reasons for its approval of the higher-price subcontractor. The Federal Acquisition Regulation states that if an approved purchasing system exists, COs may include a Consent to Subcontract clause in the contract if additional oversight is necessary because of the subcontract type, complexity, or value. The clause allows COs to determine whether contractors obtained adequate price competition and have a sound basis for deciding to select subcontractors. Although the contractor had an approved purchasing system, CBP required the contractor to obtain its written consent for subcontracts under the SSCM task order.

According to CBP, it intended to provide additional oversight of the selection of a subcontractor by participating, as a nonvoting member, in the contractor Source Selection Board meeting. CBP did not request documentation to support the contractor's decision to select the higher-priced bidder. For example, the contractor's price proposal showed an adjustment to the system-selected bidder by 5% to account for additional

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transportation costs. However, CBP did not request an explanation or review the adjustment. A review of supporting documentation would have determined that the contractor did not adequately document its decision to select the higher-priced bidder or justify the perceived benefits associated with the additional costs. It also would have determined that the contractor did not consistently follow the stated evaluation criteria in its request for proposals. Additionally, the consent to subcontract documentation did not show that the automated purchasing system selected a lower bidder as the recommended vendor, and the contractor did not document its reason for overriding the system's selection. CBP did not request documentation to support the contractor's decision and did not justify the contractor's selection. CBP's lack of oversight may have increased the SSCM task order by the adjusted difference in bids of \$13.5 million.

### **Actions Taken by DHS**

DHS's Office of the Chief Procurement Officer recognized the importance of component oversight of subcontractor selection and issued an acquisition alert in April 2011 to DHS heads of contracting activities. The purpose of the alert was to emphasize the responsibilities and considerations of a CO when evaluating prime contractors' source selection decisions. According to the alert, COs must review a contractor's notification and supporting data to ensure that the proposed subcontract is appropriate for the risks involved and consistent with current policy and sound business judgment. At a minimum, the alert required COs to review all contractor requests for subcontract consent. These reviews must consider, among other things, whether the contractor performed adequate cost or price analysis or price comparisons.

## **Conclusion**

CBP did not efficiently plan for the purchase and storage of steel in support of the SBI. CBP purchased the steel based on an estimate before legally acquiring land or meeting international treaty obligations. In addition, CBP did not provide effective oversight during the project because it made late payments, did not reconcile invoices, and did not perform a thorough review of the consent to subcontract before approving the selected subcontractor. CBP needs to ensure that it applies lessons learned from the SBI project to future projects. The insufficient planning prior to the purchase of steel and the inadequate oversight of the SSCM led to the purchase of extra steel, additional storage costs, interest paid on late payments, and approval of a higher-priced subcontractor. As a result, CBP spent about \$69 million that it could have put to better use.

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## Recommendations

We recommend that the Assistant Commissioner of the Office of Administration:

**Recommendation #1:** Continue to relocate extra steel in storage to a more cost effective site.

**Recommendation #2:** Perform a lessons learned analysis of the SSCM task order and apply the results to future projects.

**Recommendation #3:** Develop and communicate policies and procedures for reconciling invoices.

**Recommendation #4:** Develop a reminder notification process to warn appropriate offices that invoices are due.

**Recommendation #5:** Require contractors to inform the contracting officer if they override the automated purchasing system.

## Management Comments and OIG Analysis

We obtained written comments on the draft report from CBP's Assistant Commissioner, Office of Internal Affairs. We reviewed the comments and, where appropriate, made changes to the report. According to its response to the draft report, CBP did not agree with the report's conclusions. According to CBP, the report did not acknowledge the context in which CBP made many of its business decisions related to the purchase and storage of steel, contract oversight, and subcontractor selection. We recognize the constraints placed on CBP by *The Secure Fence Act of 2006*, but we maintain that if CBP had ensured that it legally acquired the land and met international treaty obligations before it purchased the steel, it would have reduced the cost to purchase and store the steel.

CBP agreed that it made late payments, but stated that our finding did not reflect corrective actions it took before late payments became a systemic issue. We recognize that there were no additional interest payments after invoice #11 related to the SSCM task order. However, CBP did not provide a copy of the corrective action plan it said it developed and implemented. OIG further maintains that the Contracting Office did not reconcile invoices to receiving documentation because the invoices it received did not contain sufficient detailed information to perform those reconciliations.

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We also recognize that CBP intended to provide additional oversight of the selection of a subcontractor by its appointment of a representative. The CBP representative participated as a nonvoting member in the contractor Source Selection Board meeting but did not request documentation to support the contractor's decision to select a higher-priced bidder. We believe that CBP needs to improve its processes and develop plans in anticipation of further construction of the fence along the border.

We included a copy of the management comments in their entirety in appendix B. The following is an evaluation of CBP's official response.

### **Management Response on Recommendation #1**

**CBP concurred** with the recommendation and stated that it relocated the remaining steel inventory to a government-owned site in Fabens, Texas, on March 31, 2011.

**OIG Analysis:** We consider CBP's actions responsive and consider the recommendation resolved. However, it will remain open until CBP provides additional documentation. The DD 1149 CBP provided does not contain sufficient detail, and the additional inventory data did not account for the remaining steel. The recommendation will remain open until CBP provides a reconciled inventory of the remaining steel at the new government-owned site.

### **Management Response on Recommendation #2**

**CBP concurred** with the recommendation. CBP's Facilities Management & Engineering will coordinate with the U.S. Army Corps of Engineers and other internal stakeholders in a lessons learned session. The results of this session will include a lessons learned document that CBP will provide to OIG.

**OIG Analysis:** We consider CBP's actions responsive to the recommendation and consider the recommendation resolved. However, it will remain open until CBP provides the lessons learned document.

### **Management Response on Recommendation #3**

**CBP concurred** with the recommendation and will develop and communicate policies and procedures for reconciling invoices. CBP's Procurement Directorate is in the process of establishing and aligning invoice approval procedures based on lessons learned, a recent

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reorganization, and the need to manage prescribed timelines to avoid late payment interest penalties.

**OIG Analysis:** We consider CBP's actions responsive to the recommendation and consider the recommendation resolved. However, it will remain open until CBP provides invoice policies and procedures.

#### **Management Response on Recommendation #4**

**CBP concurred** with the recommendation. CBP's Financial Management Office will determine if its financial system can be programmed to send reminder notices regarding invoice payment due dates. If the system can be programmed to do so, CBP will include the notification process in the invoice procedures currently being developed.

**OIG Analysis:** We consider CBP's actions responsive to the recommendation and consider the recommendation resolved. However, it will remain open until CBP provides documentation that a reminder notification process is in place, whether the financial system can be programmed or not.

#### **Management Response on Recommendation #5**

**CBP did not concur** with the recommendation because it requires contractors to inform the CO if they override the automated purchasing system, which involves a change to the regulations. DHS proposed an alternative recommendation: *Emphasize the importance of the contracting officer's responsibility to adequately review a consent request and supporting data, including the contractor's cost or price analysis of subcontracts.*

**OIG Analysis:** Although CBP did not concur with the recommendation, DHS's alternative recommendation meets the intent to provide additional oversight to ensure that government representatives mitigate risk to the government in the subcontractor selection process. We consider this recommendation resolved, but it will remain open until CBP provides documentation on the steps it is taking to implement the Department's guidance on the importance of the CO's responsibility.

## Appendix A

### Purpose, Scope and Methodology

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This report provides the results of our work to determine the effectiveness of CBP's management and oversight over the purchase and storage of steel used for SBI. To achieve our objectives, we

- Reviewed the contract documentation for the SSCM task order and the LOTSS task order applicable to the purchase and storage of steel;
- Interviewed CBP headquarters officials; CBP COs in Arlington, Virginia, regarding the steel purchase contract; CBP Budget Office officials in Indianapolis, Indiana; and Defense Contract Audit Agency and Defense Contract Management Agency officials in Huntsville, Alabama;
- Reviewed invoices that the contractor submitted to determine whether the invoices were complete and had accrued interest;
- Reviewed Environmental Impact Statements for areas where CBP planned to build TI;
- Reviewed CBP inventory records for the extra steel;
- Reviewed design changes related to the SSCM task order;
- Reviewed policies and procedures, including the Federal Acquisition Regulation, DHS Acquisition Manual, and CBP Directives; and
- Reviewed prior audit reports regarding SBI and TI.

We conducted this performance audit between October 2010 and April 2011 pursuant to the *Inspector General Act of 1978*, as amended, and according to generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based upon our audit objectives.

## Appendix B

### Management Comments to the Draft Report

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July 29, 2011

MEMORANDUM FOR CHARLES K. EDWARDS  
ACTING INSPECTOR GENERAL  
DEPARTMENT OF HOMELAND SECURITY

FROM: Assistant Commissioner  
Office of Internal Affairs

SUBJECT: U.S. Customs and Border Protection's Response to the Office of Inspector General's Draft Report Entitled, "U.S. Customs and Border Protection's Management of the Purchase and Storage of Steel in Support of the Secure Border Initiative"

Thank you for the opportunity to review and offer comments on the Department of Homeland Security (DHS) Office of the Inspector General (OIG) draft report entitled "U.S. Customs and Border Protection's Management of the Purchase and Storage of Steel in Support of the Secure Border Initiative," dated June 20, 2011. U.S. Customs and Border Protection (CBP) has reviewed the draft report and takes exception with several findings and conclusions in the report given they are not supported by program or procurement documentation. While we agree that the program incurred unanticipated costs, we markedly disagree with the amount of these costs and the reasons why they were incurred. In short, of the \$69 million questioned in the report, we agree that approximately \$282,000 in unanticipated costs were attributable to errors in using CBP's accounting system to properly process invoices and track steel as an asset. CBP immediately responded to these early challenges, correcting them within 60 calendar days, resulting in no late payments thereafter. The balance of the costs discussed in the draft report were not program overruns, or funds spent unwisely as we briefly discussed here.

The OIG made five recommendations in its draft report. CBP concurs with Recommendations #1, #2, #3, and #4 and does not concur with Recommendation #5.

#### **Project Planning**

In general, CBP wholly disagrees with the report's conclusion that \$44 million in excess steel was purchased as a result of poor management practices. While CBP does continue to maintain an inventory of structural steel we find that the report fails to acknowledge the context in which CBP made many of its business decisions related to the purchase of steel, for example:

- The report fails to consider the constraints placed on the agency by the *The Secure Fence Act of 2006*, as amended, that required CBP to deploy 670 miles of tactical infrastructure within an 18-month timeframe.



## Appendix B

### Management Comments to the Draft Report

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- Prior to launching full scale procurement and construction activities CBP did, in fact, use lessons learned from initial small fence construction projects to plan the full deployment. These early projects, like PF-70, demonstrated availability of and competition for materials within the construction industry – including structural steel – that played a significant role in the successful, timely, and cost effective execution of the fence program.
- Project planning was quite thorough in the context of the deadline for fence construction completion. Specifically, the “fence toolbox” which included detailed and tested fence designs was finalized and completed in December 2007 *before* steel was ordered. This planning work provided a sound estimating tool for detailing what CBP’s steel requirements would be.
- As one of the largest material requirements of the program, structural steel production and timely delivery was critical to avoiding widespread construction delays during program execution. The time required for both fence construction and the receipt of manufactured steel materials required CBP to place its steel order in early in Fiscal Year (FY) 2008. Further, estimated savings of \$72.4 million was achieved by using this acquisition strategy.
- The remaining structural steel not used for work related to *The Secure Fence Act* is being used for maintenance and some new construction work. The principal advantage to CBP here is that the steel used for maintenance activities is the same production quality and has the same finish as currently installed fencing.

Further, the report also states that CBP proceeded with the ordering of steel prior to “obtaining necessary construction approval.” However, as CBP’s Office of Chief Counsel explained during the audit engagement, pursuant to Section 102(a) of the *Illegal Immigration Reform and Immigrant Responsibility Act of 1996*, as originally enacted and as it currently reads, the Secretary of Homeland Security has long had the approval and authority from Congress to construct physical barriers and roads in the vicinity of the border in areas of high illegal entry. Moreover, beginning in FY 2007, Congress began appropriating significant money to CBP, via the Border Security, Fencing, Infrastructure and Technology (BSFIT) appropriation, for the construction of tactical infrastructure as well as the installation of border security technology. As such, CBP did in fact possess the authority to construct border fencing when the Supply and Supply Chain Management (SSCM) task order was awarded in January 2008. While the program did manage through several delays, they were related to the legal process for land acquisition, and ensuring that the United States complied with the requirements of certain treaties with Mexico and not poor program execution or planning.

#### Project Oversight

CBP takes exception to the following statement used throughout the OIG report: “CBP did not provide effective oversight.” This statement is found in the Executive Summary, Results of Audit, Project Oversight and Conclusion sections of the OIG report. This statement as written in the report are based on OIG’s findings: (1) that invoices were paid late; (2) not reconciling invoices to receiving reports; and (3) not having visibility into the subcontractor selection process.

First, CBP agrees that in fact late payments were made, but this finding does not reflect the fact that corrective actions were taken before late payments became a systemic issue. CBP agrees that the program incurred unanticipated costs; however, CBP disagrees with the causes of those costs as described in the draft report. The unanticipated costs were more accurately attributed to systemic

## Appendix B

### Management Comments to the Draft Report

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errors and problems in implementing the payment system at the very beginning of the program. In response to these early problems, the program developed and implemented an action plan and recovered. There were no late payments after correcting the early accounting and invoice problems.

Second, CBP used extensive documentation to reconcile invoices. This documentation consisted of SSCM Financial Status Report (Funds and Manhour Expenditure Report), Task Execution Plan (labor & materials); and Steel Mesh Weekly Status which were provided to OIG during the audit.

Third, CBP had extensive visibility into the contractor's subcontractor selection process. This subcontract was awarded with both CBP's concurrence and participation in the source selection process. The report inaccurately concludes that the selection of the subcontractor led to additional costs (\$13.5M) over a lower price offeror. The subcontract was awarded as a "best value" procurement and price alone was not the determining factor. It is entirely appropriate for the government and contractor to use "best value" procedures in determining award of contracts or subcontracts when the situation warrants as prescribed in FAR Part 15.100. In addition, CBP disagrees with the implications that significant savings and/or cost avoidances would have been achieved by the selection of the lowest bidder. The "best value" trade-off selection significantly reduced performance risk facing the program. The program managers were faced with the urgency to get the program started as soon as possible and the need to obtain large quantities of steel within significant time constraints. As a result, the selection of the subcontractor with a proven record to deliver the required large quantities of steel under tight time constraints was made in accordance to the "best value" criterion instead of a "lowest cost". CBP considers that the contractor made a valid management decision.

With regard to "Consent to Subcontract," the DHS Office of the Chief Procurement Officer (OCPO) and CBP believe that this section, as currently written, is inaccurate and should either (a) be deleted in its entirety, or (b) be rewritten based on our comments that follow. The draft report incorrectly asserts that CBP did not have visibility into the prime contractor's subcontractor selection process. The draft report further inaccurately asserts that the contractor did not notify CBP that it selected a vendor that was \$13.5 million more than the vendor chosen by its automated purchasing system. However, supporting documents show that CBP was fully aware of the initial price difference (\$29 million) at the time of the source selection decision as well as the difference after the transportation adjustment (\$13.5 million).

The record shows that the CBP contracting personnel were closely involved in the prime contractor's source selection process and were fully aware of the price differences. The CBP Supervisory Contract Specialist participated as a non-voting member in the Source Selection Board meeting where the source selection process was discussed in detail and the best value decision was made. The slide presentation of this meeting was submitted as part of the consent request. In addition, CBP documented that it obtained and reviewed the source selection documents and approved the prime contractor's request for consent to subcontract, as required under FAR 44.202.

With regard to the contractor overriding their automated procurement system, our review found that due to technical limitations, the automated template could not effectively be used for determining the best value supplier for SSCM. For example, the template did not permit input of sub-factors used in the source selection evaluation for SSCM. Thus, we believe that the override was justified – therefore, we recommend deleting this assertion from the final report.

## Appendix B

### Management Comments to the Draft Report

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However, we recognize that this subcontract review included some deficiencies. We believe the contractor failed to adequately document their source selection decision to select the higher-priced bidder, including justifying the perceived benefits associated with additional costs; and (2) the contractor, in its evaluation of the proposals, failed to consistently follow the stated evaluation criteria in its request for proposal (RFP). We also accept that CBP should have performed a more complete review of the supporting data and documented the reasons for CBP's approval of the higher-price subcontractor. To correct this problem moving forward, the DHS OCPO issued an acquisition alert to all contracting personnel emphasizing the need to perform adequate subcontract reviews, as discussed in the paragraph that follows.

DHS's OCPO recognized the importance of component oversight of subcontractor selection and issued an acquisition alert in April 2011 to DHS heads of contracting activities. The purpose of the alert was to emphasize the responsibilities and considerations of a CO when evaluating prime contractors' source selection decisions. According to the alert, COs must review a contractor's notification and supporting data to ensure that the proposed subcontract is appropriate for the risks involved and consistent with current policy and sound business judgment. At a minimum, the alert required COs to review all contractor requests for subcontract consent. These reviews must consider, among other things, whether the contractor performed adequate cost or price analysis or price comparisons. This alert adequately addresses the deficiency found during the review.

#### **Conclusion and Recommendations**

CBP believes that the report's conclusion should be rewritten based on the general and detailed technical comments provided herein. Specifically, in the report's conclusion, CBP recommends replacing "\$69 million" with "\$282,000" based solely on the payment of prompt payment interest. The OIG's five recommendations and CBP's actions to address them are described below.

**Recommendation #1:** Continue to relocate extra steel in storage to a more cost effective site.

**CBP Response:** Concur. CBP addressed this finding independently in March 2011. CBP relocated the remaining steel inventory to a government-owned site in Fabens, Texas. This activity was completed on March 31, 2011. Forms DD-1149, attached, substantiate completion of this action. CBP respectfully requests that the OIG close this recommendation.

**Due Date:** Complete.

**Recommendation #2:** Perform a lessons learned analysis of the Supply and Supply Chain Management task order and apply the results to future projects.

**CBP Response:** Concur. CBP's Facilities Management & Engineering (FM&E) will engage in a lessons learned session that will include both internal stakeholders and representatives from the U.S. Army Corps of Engineers who were involved in the execution of the PF 225 and VF 300 programs for which the steel was purchased. The outputs of this lessons learned session will include a lessons learned document that will be shared with the OIG to close this recommendation.

**Due Date:** October 31, 2011

## Appendix B

### Management Comments to the Draft Report

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**Recommendation #3:** Develop and communicate policies and procedures for reconciling invoices.

**CBP Response:** Concur. CBP will develop and communicate policies and procedures for reconciling invoices. CBP is in the process of resolving a related recommendation found in the GAO 11-68 "SECURE BORDER INITIATIVE: Controls Over Contractor Payments for the SBI Technology Component Need Improvement" final report. The Procurement Directorate is in the process of establishing and aligning invoice approval procedures based on "lessons learned," a recent reorganization, and the need to manage prescribed time lines to avoid late payment interest penalties. Also, CBP is improving the awareness of the risks associated with the various contract types through its new COTR Management Program, announced in April 2011, to Contracting Officers (COs) and Contracting Officer Technical Representatives (COTRs).

CBP has established an integrated project team (IPT) who are currently drafting a directive to outline the invoice review and approval process, which will include identifying risk-based steps for various contract types. The directive will also focus on timeliness of invoice receipt, review and proper handling through the payment process. The IPT is currently analyzing the invoice receipt through payment process. Upon determining the most effective process it will be included in the CBP directive. A CBP-wide communication plan will also be developed after the directive is approved and issued to ensure all CBP stakeholders and procurement personnel understand the invoice review and approval process.

**Due Date:** August 31, 2011

**Recommendation #4:** Develop a reminder notification process to warn appropriate offices that invoices are due.

**CBP Response:** Concur. CBP is currently coordinating with our Financial Management Office to determine if SAP, CBP's financial system, can be programmed to send reminder notices to the appropriate personnel regarding the invoice payment due dates. This reminder notice will also be included in the directive if SAP has the capability.

**Due Date:** August 31, 2011

**Recommendation #5:** Require contractors to inform the Contracting Officer if they override the automated purchasing system.

**CBP Response:** Non-concur. DHS does not concur with this recommendation. This recommendation would require contractors to inform the Contracting Officer if they override the automated purchasing system (this would involve a change to the regulations, which in turn would require following the regulatory process). As discussed above, we do not believe this was an issue in the subcontractor selection. CBP was fully aware of the price differential and the contractor's rationale for selecting the higher priced subcontractor. Thus, the deficiencies in the review of the subcontract did not have any material relationship to the contractor's decision to override the automated purchasing system.

If a recommendation is included, we recommend it read as follows:

*Emphasize the importance of the contracting officer's responsibility to adequately review a consent request and supporting data, including the contractor's cost or price analysis of subcontracts.*

## **Appendix B**

### **Management Comments to the Draft Report**

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Note that if the recommendation is rewritten as DHS recommends, then DHS will concur with the recommendation (and has already implemented that recommendation via our acquisition alert).

\*\*\*\*\*

With regard to the classification of the report, CBP has identified information within this report that warrants a "For Official Use Only" classification. CBP's technical and sensitivity comments related to the information included in the draft report are included in Attachment A.

Once again, thank you for the opportunity to comment on the draft report. CBP looks forward to working with you on future homeland security engagements. If you have any questions regarding this response, please contact me or have a member of your staff contact Ms. Lynn Richardson, CBP Audit Liaison, Office of Internal Affairs, at (202) 344-2953.

#### **Attachments:**

See Attachment A for technical comments and sensitivity review.

See Attachment B for procurement supporting documentation.

See Attachment C for fence toolbox and DD1149 supporting documentation.

## **Appendix C**

### **Major Contributors to this Report**

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Linda Howard, Director  
Sean Pettersen, Audit Manager  
Lindsey Koch, Auditor-in-Charge  
Peter Christopher, Program Analyst  
Apostolos Exarchos, Program Analyst  
Thomas Hamlin, Program Analyst  
Edwin Soto, Program Analyst

**Department of Homeland Security**

Secretary  
Deputy Secretary  
Chief of Staff  
Deputy Chief of Staff  
General Counsel  
Executive Secretariat  
Director, GAO/OIG Liaison Office  
Assistant Secretary for Office of Policy  
Assistant Secretary for Office of Public Affairs  
Assistant Secretary for Office of Legislative Affairs  
CBP Audit Liaison

**Office of Management and Budget**

Chief, Homeland Security Branch  
DHS OIG Budget Examiner

**Congress**

Congressional Oversight and Appropriations Committees, as appropriate



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- Write to us at:  
DHS Office of Inspector General/MAIL STOP 2600,  
Attention: Office of Investigation - Hotline,  
245 Murray Drive SW, Building 410  
Washington, DC 20528

The OIG seeks to protect the identity of each writer and caller.



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Breach Located in (b) (7)(E)  
**Date:** Monday, December 28, 2015 11:17:48 AM

---

(b) (6), (b) (7)(C)

Thanks. Do we have any pictures or documentation for that effort at (b) (7)(E)?

(b) (6), (b) (7)(C), **PE, PMP**

LMI Government Consulting  
Border Patrol Facilities & Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
U.S. Customs and Border Protection  
Blackberry (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
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**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, December 28, 2015 11:13 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Breach Located in (b) (7)(E)

(b) (6), (b) (7)(C)

We have a section call (b) (7)(E), (b) (5)

Respectfully,

(b) (6), (b) (7)(C)

Program Manager T.I M/R  
Program Management Office  
Facilities Management and Engineering  
El Centro Sector

(b) (6), (b) (7)(C)(w)

(b) (6), (b) (7)(C)(cell)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, December 28, 2015 7:47 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Breach Located in (b) (7)(E)

(b) (6), (b) (7)(C)

(b) (7)(E)

(b) (6), (b) (7)(C), PE, PMP

LMI Government Consulting  
Border Patrol Facilities & Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
U.S. Customs and Border Protection  
Blackberry: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, December 23, 2015 10:35 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: Breach Located in (b) (7)(E)

Copy

Respectfully,

(b) (6), (b) (7)(C)

Program Manager T.I M/R  
Program Management Office  
Facilities Management and Engineering  
El Centro Sector

(b) (6), (b) (7)(C)(w)

(b) (6), (b) (7)(C)(cell)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, December 23, 2015 7:16 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)BEL

**Subject:** RE: Breach Located in (b) (7)(E)

(b) (6), (b) (7)(C)

Sounds good. I will give you a call later to discuss.

(b) (6), (b) (7)(C), PE, PMP

LMI Government Consulting  
Border Patrol Facilities & Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering

U.S. Customs and Border Protection

Blackberry: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, December 23, 2015 10:04 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C) >

**Subject:** FW: Breach Located in (b) (7)(E)

(b) (6), (b) (7)(C)

Need to get you out here to discuss how we can go about fixing this issue the fence is starting to fail

Respectfully,

(b) (6), (b) (7)(C)

Program Manager T.I M/R

Program Management Office

Facilities Management and Engineering

El Centro Sector

(b) (6), (b) (7)(C)(w)

(b) (6), (b) (7)(C)(cell)

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Tuesday, December 22, 2015 7:30 AM

**To:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C)

**Subject:** FW: Breach Located in (b) (7)(E)

Sent from [Mail](#) for Windows 10

---

**From:** (b) (6)

**Sent:** Tuesday, December 22, 2015 7:24 AM

**To:** (b) (6)

**Subject:** Breach Located in (b) (7)(E)

Breach found in coordinates (b) (7)(E). By the

(b) (7)(E)

Sent from my Verizon Wireless 4G LTE smartphone

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Re: Fence Gap Contract for TUCSON..  
**Date:** Wednesday, March 13, 2013 9:01:53 AM

---

Yes thank you sir!

(b) (6), (b) (7)(C) Program Manager/COR O&M Division Office (b) (6), (b) (7)(C) Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, March 13, 2013 08:20 AM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Fence Gap Contract for TUCSON..

Thanks, (b) (6)

(b) (6), (b) (7)(C) PE, PMP  
Program Manager  
LMI  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
Office: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)  
*Excel as a trusted strategic partner enhancing  
Border Patrol's proud legacy*

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, March 13, 2013 7:20 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Fence Gap Contract for TUCSON..  
**Importance:** High

(b) (6), (b) (7)(C)

Mr. (b) (6), has approved the funds for Tucson.

Please proceed with award.

Thanks.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, March 13, 2013 07:18 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Fence Gap Contract for TUCSON..

Fya

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, March 12, 2013 06:16 PM Eastern Standard Time  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Fence Gap Contract for TUCSON..

Approved

(b) (6), (b) (7)(C)  
Deputy Assistant Commissioner (Acting)  
Office of Technology Innovation and Acquisition  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, March 12, 2013 11:20 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Fence Gap Contract for TUCSON..  
**Importance:** High

Sirs – request approval of line 20 this PR for \$89,800 – this is required to maintain the fence in Tucson Sector until we get a CTIMR O&M contract awarded: (b) (7)(E)  
Let me know if you need any additional information – thanks (b) (6),

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, March 11, 2013 3:50 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Fence Gap Contract for TUCSON..

PR #20073302 has been entered and released for line 20.

(b) (5), (b)(6);(b)(7)(C)

